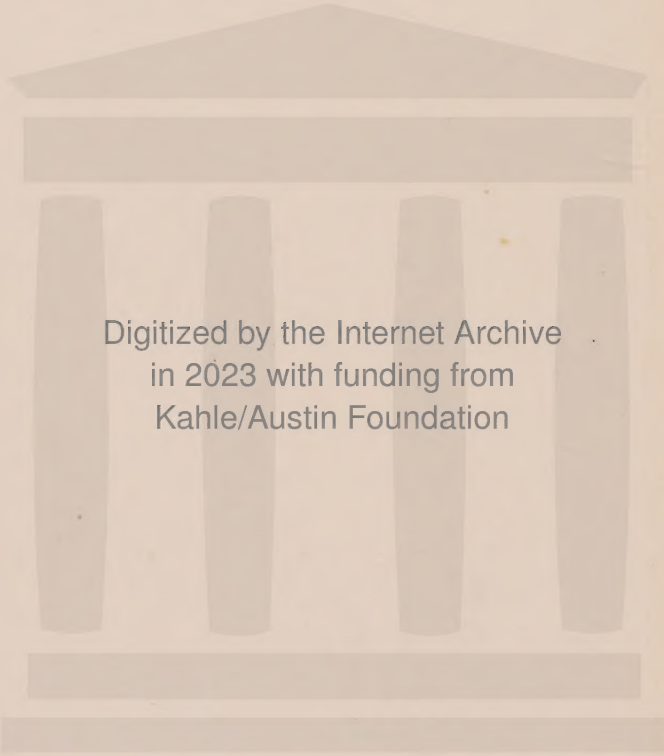


COMMERCE AND CORRESPONDENCE

EDWARD H. GROUT



Digitized by the Internet Archive
in 2023 with funding from
Kahle/Austin Foundation

0-763.

COMMERCE AND CORRESPONDENCE

BY

EDWARD H. GROUT

B.SC. (ECON.), A.C.I.I.



LONDON
SIR ISAAC PITMAN & SONS, LTD.
PARKER STREET, KINGSWAY, W.C.2
BATH, MELBOURNE, TORONTO, NEW YORK

1924

FROM THE SAME PUBLISHERS

**ENGLISH GRAMMAR AND
COMPOSITION**

By W. J. Weston, M.A., B.Sc.(Lond.).
A manual of grammar taught through
composition.

Crown 8vo, cloth, 320 pp. 5s. net.

ENGLISH PROSE COMPOSITION

By the same Author. For class or private
study.

Crown 8vo, cloth, 224 pp. 3s. 6d. net.

**THE PRINCIPLES AND PRACTICE OF
COMMERCIAL CORRESPONDENCE**

By JAMES STEPHENSON, M.A., M.Com.,
D.Sc.

Demy 8vo, cloth, 308 pp. 7s. 6d. net.

**THE CORRESPONDENCE OF
COMMERCE**

By A. RISDON PALMER, B.Sc., B.A.
A text-book for day and evening schools.

Demy 8vo, 171 pp. 4s. net.

PREFACE

THERE is no lack of books on Correspondence ; but there has seemed to the author an absence of vitality in most of them, an entire failure to escape from stereotyped routine and phraseology in many of them, an inability to use English in some of them, but in none of them—so far as the author has seen—has there appeared any successful endeavour to nurture that sympathy which is the basis of all sound literary appreciation and execution. The reason for this is clear. It is an appallingly difficult task to teach appreciation, to convey to another's mind some sense of subtle shades, of liquid transient notes, vibrant tones, and delicate harmonies. The clash and the conflict are understood, the strong contrast may be read by those who run : but the effective union of the akin is not generally understood or perceived, it may be read only by those who abide.

If it is so difficult to teach appreciation, how much more difficult it is to teach execution, to transmute perception to the higher process of conception, with all the qualities of courage, judgment, and disciplined imagination which that implies.

So far as the writing of English is concerned, teachers rely almost solely upon the so-called essay for evoking the powers of their pupils. Such a method is premature and extortionate. It is as if a youth articted to an architect were required to design another St. Paul's although he had not grasped the inner purport of the principles underlying the building of a silo. To set the task of writing an essay to pupils who cannot write a correct sentence is an abrogation of the function of the teacher, an affront to the great essayists of the past, an injustice to pupils and parents,

and an outrage upon posterity : yet in spite of all the outcries for economy this waste of time and money is habitual in schools, and there is not even any attempt to hide it.

Here and there will be found a pupil whose native ability to express himself correctly is so strong as to triumph over the difficulties, but he should be trained in correspondence to assist in the rounded development of his literary powers.

In the earlier years, scholars who have attained the stage of correct sentence formation can be more profitably employed on letter-writing than on essay-writing. The time available for composition is seldom sufficient to enable an essay to be completed if the pupil is really conversant with the subject : although it more frequently happens that the subject is quite beyond the range of the pupil's own experience and that the time is inordinately long for him to set down the few crude ideas he has upon the matter. By dint of a little thought, however, the teacher could pose a simple practical problem that was well within the range of the scholar's experience and quite capable of being completed in the form of a letter during the usual lesson interval. An exercise of this description is a much more valuable preparation for the average pupil's after-school career than the formal essay : for, despite the time and effort devoted by the scholars to essay-writing, in their adult life very few of them are required to write essays and very few of them do write essays ; but all of them are called upon to write letters, and many of them write many letters. It is important that they write those letters well.

This kind of task is calculated to encourage the pupil to express himself in the choicest language which he can command. He is not deterred at the very start by the immensity of the subject or of his ignorance upon it, nor is he daunted by the feeling that he is given too much to

do in the time allowed. His mode of approach is bolder, more hopeful, less agitated : his mind is not clouded with a vague feeling of resentment at being " driven," nor with the fear that his inability to deal with the subject will expose him to punishment and ridicule. Instead of having much of his energy sapped by emotional disturbance, the lad is able to exert his judgment, untrammelled by over-consideration of time and space. His intellectual processes are free to interrogate the objective aspects of the subject. Less absorbed in his own difficulties, he is in a better position to observe and weigh outside difficulties, to experience and to benefit from a sympathetic understanding of what is involved in the matter with which he has to deal. He can select his words with greater care, and can use them in sentences with keener appreciation of the work which they should, and will, perform. He can learn to frame his opening sentence with a view to his closing sentence. He can, in fine, become a good letter-writer, thus fitting himself for maturity—and, possibly, for essay-writing.

The essay is necessarily an effort in abstraction in respect of both the scope of its matter and the range of its recipience. If the possibilities of translation be included the recipience may be said to be that of the whole world : without insisting on that point, it is clear that universality is an essential quality of the essay. The attainment of that quality involves time as well as capacity. The endeavour to elicit that quality before it has been evolved by experience sterilizes the literary powers and is largely responsible for the modern output of friable writing.

In contrast with the essay, the letter is usually addressed to only one person, and deals with only a few points ; and, no matter how many people may eventually read the letter, it is to be judged solely by the success or otherwise with which it conveys those points in good English to the original addressee. There is still an element of universality in the writing, as is involved by adherence to

the canons and postulates of logic, but the content of the letter is particular. Providing that the status of the addressee and the nature of the message are conformable with the experience of the writer, a letter is a suitable training medium for any but the youngest scholars.

With these views in mind, the author recommends the adoption of this book for use, under capable guidance, by the older scholars in central and secondary schools. On the modern side of secondary schools the rapid survey of the commercial fabric in conjunction with apposite letters and practical exercises supplies, it is believed, an educational need of national importance. As to those whose business it is to write commercial letters, they require instruction other than that which the author sets out to give, if they need to be told that in the present congested condition of the labour market they cannot afford to neglect any opportunity of improving their ability to cope with business affairs. Although not written for the discontented, the volume has certainly not been written for the self-satisfied. It has been prepared in the belief that *choice expression is well worth while*. "Expression" is meant in the wide sense that finds its essential basis in work. Ruskin said, "Art is the expression of man's joy in his labour." At the back of all art is application. This book requires application, and if that application is ungrudgingly given success is sure.

From the point of view of method this work is synthetic as well as analytic. On the one hand, it is, as the title implies, a synthesis of commerce and correspondence, an endeavour to use letters not only as a means of teaching the correct use of English but also as a medium for conveying instruction in business methods. The author has tried to deal with letters, not as detached literary theses, but in their relationship to the commercial environment whence they emerge and which they help to constitute. The

course of correspondence in commercial houses has been traced in exceptional detail, and a comparative study of business structures has been briefly sketched.

On the other hand, the author has attempted to analyse the workings of the mind in order to convey to his readers (without using any psychological terms) some idea as to the way a letter is built up, and to encourage them to make the best use of the knowledge and powers which they possess. By this means he has sought to carry the reader along with him on his mental journeys when traversing the ground of a problem, and to win that sympathy which is so essential to literary insight and exposition. Considerations of space have prevented his taking the analysis as far as he would have otherwise wished to do.

There were two reasons for including detailed treatment of insurance matters. First, because the author is fitted by training and experience to give it. Secondly, because insurance interpenetrates the whole commercial system, and no student can understand commerce who fails to give this factor very serious attention. The security of the public is based upon the specialization and the shifting of risks ; the security of the insurance office is based upon its sifting of risks. Upon the success and scope of this shifting and sifting intimately depend the prices of commodities and the conveniences of civilization. The by-play which results from the conflict between the desire to bear some risks and the desire to shift others is not the least interesting side of Part III for those who have eyes to see.

Those who are fresh to the study of insurance may be surprised to find that the subject has so many ramifications and is so full of interest ; those who are acquainted with insurance will, it is hoped, find that the study has not lost interest through the treatment herein accorded to it.

Signs are multiplying which lead one to suppose that

within the next ten years the subject of insurance will be granted the comprehensive attention which its importance should already have ensured for it.

The author is conscious of many lacunae in this volume, but he would be very glad to hear from readers as to any special demerits it has.

EDW. H. GROUT.

WELLING.

CONTENTS

CHAP.	PAGE
PREFACE	iii

PART I

DICTION AND STYLE

I. INCULCATING THE RIGHT ATTITUDE . . .	3
II. ESSENTIALS: THE FUNCTIONS SERVED BY ARTICLES AND PREPOSITIONS . . .	14
III. LINKING UP GRAMMAR WITH MEANING .	28
IV. PUNCTUATION	39
V. STYLE	53
VI. STYLE (CONCLUDED)	71
VII. THE FORM OF A LETTER	83

PART II

GENERAL COMMERCIAL CORRESPONDENCE AND ROUTINE

VIII. THE RECEIPT OF CORRESPONDENCE: FILING: INDEX SYSTEMS	103
IX. INDEXING, PRÉCIS AND TELEGRAM WRITING: LEGAL PHRASES	124
X. THE DISPATCH OF CORRESPONDENCE . . .	142
XI. THE SECRETARIAL DEPARTMENT	157
XII. TRADE PROCEDURE	175
XIII. FINANCIAL CONSIDERATIONS	193

PART III

INSURANCE PROCEDURE AND CORRESPONDENCE

XIV. AGENCY: RESPONDEAT SUPERIOR: PROPOSAL FORM: MODEL LETTERS: AGENCY CORRE- SPONDENCE	215
---	-----

CHAP.		PAGE
XV.	CORRESPONDENCE RELATING TO PERSONAL ACCIDENT AND LIFE INSURANCE . . .	234
XVI.	CORRESPONDENCE RELATING TO MOTOR INSURANCE	247
XVII.	CORRESPONDENCE RELATING TO BURGLARY AND GUARANTEE INSURANCE	258
XVIII.	CORRESPONDENCE RELATING TO PUBLIC LIABILITY RISKS, EMPLOYER'S INDEMNITY, AND MISCELLANEOUS	271

PART IV

LETTERS BY GREAT WRITERS

XIX.	LETTERS BY GREAT WRITERS	287
	APPENDIX	311
	INDEX	331

PART I
DICTION AND STYLE

STYLE is the dress of thoughts, and let them be ever so just, if your style is homely, coarse, and vulgar, they will appear to as much disadvantage, and be as ill received as your person, though ever so well-proportioned, would, if dressed in rags, dirt, and tatters. It is not every understanding that can judge of matter ; but every ear can, and does, judge more or less of style.

Mind your diction. In whatever language you either write or speak, contract a habit of correctness and elegance. Consider your style even in the freest conversation, and most familiar letters. After, at least, if not before you have said a thing, reflect if you could not have said it better.

—LORD CHESTERFIELD

COMMERCE AND CORRESPONDENCE

CHAPTER I

INCULCATING THE RIGHT ATTITUDE

THERE is a general impression that anyone can write a letter: this is quite erroneous. Certainly, most people are capable of composing written communications, but instances of really good letters are exceedingly rare, and correspondingly refreshing. Everyone who is not dumb speaks, but there are very few good speakers. The same kind of logical precision, skilful presentation, and clearness of delivery which characterize the attractive speaker represents the subtle difference between the good correspondent and the average writer. These qualities can be acquired only by deep search for and appreciation of the meanings of words, ruthless self-criticism, and persistent practice.

These considerations have a quite general application, but there are two reasons why they have a special significance for candidates at the examinations of the Chartered Insurance Institute, the Chartered Institute of Secretaries, and other professional bodies—

(a) The Correspondence paper is based upon the whole ground covered by the other subjects, so that the test is very searching; thus, if a student has not thoroughly prepared himself in, say, Guarantee Insurance, his chances of success are jeopardized, not only in respect of the Guarantee paper but also with regard to the Correspondence paper.

(b) The type of question appearing in the Correspondence paper is usually of the problem rather than of the routine type. Knowledge of routine and of principles is required, but in addition the ability to deal tactfully with a difficult situation is necessary.

Right and Wrong Methods.

The following question illustrates what is meant—

Your company has written to an agent notifying him that it is not prepared to renew a Personal Accident policy, the holder having reached the age limit. The agent writes stating that his client is in excellent health and that he does not see any reason why the insurance should be cancelled, thereby causing him to lose his commission. Draft a reply to the agent. (C.I.I.)

In writing thus the agent rather invites a curt reply. It would be most inadvisable, however, to pursue that easy course. Productive agents are not easily procurable, and nothing is to be gained by adding to an irritation which is, after all, not unnatural in the given circumstances.

Another method would be to draft a brief reply, insisting that the company was only exercising its rights under the policy; but this can be greatly improved, without costing anything but a little thought and goodwill, by adding some forceful reason for insisting upon the cancellation.

It will be well to see how these three methods compare with one another in concrete examples.

(1) Dear Sir,

Re

We are in receipt of your letter of the 16th inst., and are astonished by its contents. Surely you do not expect us to renew policies for the mere purpose of providing you with commission. We fail to see that you have any real ground for complaint, and feel sure that you will easily be able to recoup yourself for this cancellation by the introduction of new cases.

Yours very truly,

There is nothing actually untrue in this letter, but it is not likely to promote a feeling of loyalty between the agent and the company. The agent would most probably

regard the last sentence as of too personal a nature ; and, unless he is a full-time agent, would in all likelihood determine that any new introductions should be placed through some other office.

(2) Dear Sir,

Re

We are in receipt of your letter of the 16th inst., relating to the cancellation of the above-mentioned policy, and regret that you will be inconvenienced thereby. The policy was, however, issued upon an express understanding as to the limits of age during which it would be operative, and those limits must be strictly observed.

Yours faithfully,

That is a very much better letter, but it leaves room for the agent to write again in emphasis of the particularly good health of the policy-holder.

(3) Dear Sir,

Re

We are in receipt of your letter of yesterday's date, and regret that you will be inconvenienced by the cancellation of the above-mentioned policy. The Company on its part will sustain the loss of the premium.

While pleased to learn that Mr..... is in excellent health, we regret that departure from the terms of the policy would be impracticable, as the precedent thus created would place the Company in a very awkward position in future years and in other cases.

We feel sure that, upon reflection, you will concur in this ; and we tender you our best wishes that your efforts to replace this business will meet with a generous response.

Yours faithfully,

This letter is just as firm as the other two ; but it is hardly likely to offend the susceptibilities of the agent, or of the policy-holder, who is in all probability responsible for the agent's application. The agent is made to see, what he has possibly overlooked, that he does not bear the whole loss of the cancellation ; and will appreciate that the company does not forfeit the opportunity of premium income without very good reasons. A further important point is that very little, if any, scope has been left for the continuation of the correspondence.

It should be noted, too, how the third letter has been built up from the selection of the best points in the other

two. Further advice upon such methods of construction is given in these chapters ; the main point which these specimens and comments have been designed to demonstrate is that mere knowledge of facts alone will not carry the student very far in Correspondence, but must be supplemented by a trained power of visualizing the whole of a given set of circumstances, and of attuning his expression in accordance with the conditions.

Although many of the letters contained in this book are designed entirely to dispose of the matter under notice, the letters thus being drafted for the purpose of illustrating to the student the correct way to deal with the issue, it should be remembered that in practice the points arising might not in all cases be disposed of by the writing of one letter alone, and that it might be necessary or advisable to follow up the correspondence by a personal call, or to reply to further letters received from either the agent or the policy-holder, as the case may be.

Hints on Answering Questions.

In answering questions set at examinations, the candidate is both at an advantage and at a disadvantage ; he is at a disadvantage because he has not access to all the various documents and sources of information that would be available to him in the office ; he is at an advantage, however, in that he is not, as a rule, tied to any one set of facts, but can, within very wide limits, create the difficulties which he has to combat in his correspondence. Provided that he has acquired the habit of drawing upon his own resources to their full extent, this advantage far outweighs the aforementioned disadvantage.

Examination candidates must learn to read examination questions carefully, in order to understand their full import. This may be regarded as very elementary ; and, indeed, it is so : but it is probably the soundest advice that can be given. It is a common experience for brilliant

students to fail at the examination because they have employed their powers in answering questions which were not in the examination paper at all : simply through their neglecting to read the set questions with care. It is usual to find questions with two or more different parts to be answered, and it is as usual to find examination answers with excellent replies to the first parts of such questions and no replies at all to the second parts.

In addition to making sure that the questions are thoroughly understood, candidates should exercise the utmost diligence to ensure meticulous obedience to the instructions given at the head of the examination paper. It is quixotic for them to answer four questions from a section of an examination paper when the instructions are that only three questions may be answered from that section ; yet examiners are repeatedly complaining that this kind of wasted effort is quite common.

Whatever else may be hastened, the interpretation of the instructions and questions must not be hurried.

The apportionment of time and space must be closely watched. If, for example, there are six questions to be answered in two hours, then the candidate has on the average only a quarter of an hour to devote to the actual writing of a reply. Some questions are merely tests of actual knowledge of certain facts, and can be answered in considerably less than the average time. It is well to answer such questions early in the examination, in the shortest possible time, consistent with legibility, neatness, and the furnishing of all information that is demanded, and *no more than is demanded*. The student should beware of enlarging upon a subject just because he happens to be well acquainted with it : also of a foolish economy of time through the utter neglect of style and spelling. Time conserved by the rapid answering of *fact*-questions will enable more prolonged attention to be given to *problem*-questions, the solutions of which involve consideration of

verbal niceties, alternative policies, and commercial expediency.

To solve such problems successfully, the student should endeavour to visualize a set of circumstances such as are indicated in the question : in other words, he should try to think of the problem as applied to actual business. Of the various suggestions which occur to him, the student should reject those requiring considerable description and detail, and should choose the simplest that is adequate to cover the ground of the question.

Having selected his practical instance, he should then decide upon the correct mode of treatment of the given problem, and write his answer. When this is written, the student should read the question again, and ask himself, " Have I said enough ? " If he decides that he has said sufficient to answer all the points indicated in the question, he should proceed to ask himself, " Have I said too much ? " Should there be any extraneous matter in the answer it must be neatly deleted. An examiner prefers to see neat crossing-out rather than to read verbiage which he himself has to delete : in the latter case, he certainly deducts marks, but probably not in the former.

This revision of answers is very important, and many extra marks would be gained if candidates consistently reviewed their work.

How to Use this Book.

This book contains a large number of solutions to questions that have been set at examinations of the Royal Society of Arts, Chartered Insurance Institute, London Association of Accountants, Chartered Institute of Secretaries, and other examining bodies : other letters have also been included as suitable examples for the reader to follow.

The fact should be clearly understood that the utility of such specimen letters depends almost entirely upon the

attitude of mind of the reader. No casual reading of them is likely to be of any benefit, nor is much good to be derived from any attempt to learn them by heart. They should not be read at all until the reader has squarely faced the problem and decided how he himself would have treated it without any outside help. He can then turn to the specimen letter and check his own suggested solution with that given in this book : by such comparison he will discover his weaknesses, correct them, and gain encouragement for future work : without some such systematic comparison his weaknesses would probably remain unrevealed and uncorrected.

Assistance has been afforded to the student by analysing in detail the difficulties of some problems and the various modes of solving them ; also by critically examining the solution which was eventually adopted. These analyses and criticisms should be read slowly and with a deliberate effort to appreciate all that is involved in each case.

Further assistance has been provided by the questions at the end of each chapter (except the first). These are of two kinds, Progress questions and Eductive questions : the former have been posed to check simply whether the information given in the chapter has been understood and retained ; the Eductive questions have been selected to ascertain whether the information given has been assimilated and correlated—they necessitate adaptation to a somewhat fresh situation. These should certainly be answered in writing : as an encouragement to the student who may quite reasonably be anxious to know how he is progressing a means of checking his work has been provided in the Appendix, which contains solutions to some of these questions (those marked with an asterisk).

Accuracy is the first object to be aimed at : the facts must be right. The second object is to attain speed without sacrifice of accuracy and style. This can be achieved only by dint of persistent painstaking practice, but considerable

help is rendered in this book by the systematic drill in Vocabulary and Criticism. In the following chapters the speech centres are exercised, and so an increase in both range and fluency is secured without the dangers of "cramming." This result is facilitated by making some of the Eductive questions relate not to the chapter at the end of which they appear, but to earlier chapters in the book.

Other Sources of Information.

The intelligent reader will not be content to read this book without resorting to parallel guidance from dictionaries, directories, technical periodicals, catalogues, exhibitions, etc.

During his contact with offices, the student should observe closely the procedure adopted.

When in the course of business, or whilst reading trade papers, a term is mentioned, the full purport of which is not understood, he should look it up there and then and settle the difficulty. (If pressure of business forbids at the time the pursuance of the matter, the query should be noted in writing for future investigation.) It is a good plan to keep a small pocket note-book for the ready recording of such pieces of information, and to make a habit of reviewing the entries at odd moments—while waiting for a train, etc. Information acquired in such circumstances is far more likely to be retained in the memory than are facts learnt merely as items of study: the recollection of the former is reinforced very much more by associations of meaning.

A similar attitude should be displayed by the student in respect of the other aspects of commercial life. Let him endeavour to understand the *principles* upon which business customs, routine, and institutions are based, rather than accept the whole mechanism of commerce as a mere matter of course. A clear comprehension of

these broad principles will enable answers to be given to questions, the details of which may be entirely strange to the student. As an instance of what is meant, the following examination question will be considered—

Enumerate the principal points to be provided for in taking a lease of offices for your Company's occupation. (C.I.S.)

In setting this question, the examiners were not concerned with the legal details of leasing ; their object was to ascertain how well the candidates could apply common-sense principles to the solution of a practical problem. It was really a very simple question, but most of the candidates had never seen a lease, and were therefore inclined to shirk it : as so frequently happens, they failed to realize the full extent of their own knowledge.

It is worth while to analyse how this question should have been answered. The first thing is to marshal one's information. Now every student knows that—

1. Leases may be long or short ;
2. They usually entail upon the holder the responsibility for repairs to the property ;
3. A rent has to be paid to the ground landlord.

These are points applicable to all leases. As the candidate thinks of them, he should jot down short notes in the space which he has allocated to rough work. (This space should be clearly headed " Rough Work," so that the examiner may comprehend its purpose at a glance.) Thus, he might write down—Long ? Repairing ? Ground Rent ? These notes will only take a few moments to write down, but will serve to remind the candidate of the points he has thought of, and will thus leave his mind free to collect other ideas.

Having thought of the general points respecting leases, the student should go on to think of special points as related to particular businesses. The kind of lease that would be acceptable would differ considerably according to the kind of office—

1. Whether that of a purely commercial company or of a manufacturing company ;

2. Whether the company is frankly of a temporary nature, as a one-ship company, or is established with more permanent objects, as a banking company ;

3. Whether it is desirable that the offices should be provided with good show-windows in a main thoroughfare, as is the case with most companies whose primary object is the sale of commodities, or would be equally well served and at less expense in an upper storey, as in the case of a newspaper company ;

4. The character of the neighbourhood and of neighbouring premises, with special reference to the question of competition, should receive consideration.

Rough notes will, of course, be made as these points occur to the mind, e.g.—Commercial or Factory? Temporary? Window-display essential? Neighbourhood?

The detailed analysis of this process occupies a far longer period than the process itself. The candidate will have just these dozen words of rough notes to expand into a logical answer. His next step, then, is to number these notes in the order in which it is proposed to use them, for it by no means follows that the points which occur first to the mind are those which should be first dealt with in the answer.

MODEL ANSWER. The matters about which one would need to exercise special vigilance when taking a lease of offices will differ considerably according to the style of business of the company concerned. If the company has been formed to exploit a temporary fashion or craze, it would be folly to enter into a long lease, whereas if it has been formed to build up a business of a permanent nature, in which the appearance of solidity and stability is essential, then a short lease would be prejudicial. If, in addition to permanence, there is every likelihood that in the future an extension of office premises will be required, owing to the continual growth of the company's business, then it would be desirable to have a clause inserted in the lease giving the company the option of renewal of the lease, and, if possible, options on the leases of neighbouring property that would be suitable for extension.

The nature of the company's business will also guide the secretary in the question of expense. If his is a manufacturing company offering a commodity directly to the public, then it would probably be advantageous to take offices in a main thoroughfare where the ground floor could be used for window display and show-room purposes. In those circumstances, it might be desirable to have a clause in the lease protecting the company from local competition. (This, of course, is only possible where an estate or block of property is under one ownership.)

Bearing such special considerations in mind, the secretary will direct his attention to—

1. Whether the character and facilities of the neighbourhood are suitable for the company's purposes ; whether the rateable value and population of the locality are increasing.
2. The length of the lease, and what options and repairing responsibilities it entails. What is the condition of the property ?
3. The rateable value of the property, the average local rates, and the freehold ground rent.
4. The cost of the lease.
5. Whether there are any special restrictions in the lease.
6. Solicitor's opinion on the lease.

In reading this Model Answer, the student has probably learned no new fact, but it is hoped that the preceding analysis and the answer will encourage him to utilize his knowledge to the best advantage.

CHAPTER II

ESSENTIALS : THE FUNCTIONS SERVED BY ARTICLES AND PREPOSITIONS

THE first essential of a good letter is that the writer should know what to say. Much time would be saved in offices by the employment of query clerks to ascertain the real facts of each case before the dictating clerks are set to work upon it.

The second essential is that the writer should convey exactly what was intended without superfluity, ambiguity, and offensiveness.

Grammatical Precision and Style.

The difficulties of achieving grammatical precision are so great that most authorities are content to concentrate mostly upon their solution and to warn their readers against attempting to acquire style. There is much sound reasoning in favour of this attitude. No student is less likely to be taught than he who possesses a fluent pen which he has not learned to control. His love for the mellifluous words which have obsessed him is so great that it is exceedingly difficult for him to acquire the fine art of pruning and paring ; but progress is impossible for him until he has learnt that art. The less fluent student who gives his mind to the subject is much more likely to advance in it, because he has less to unlearn.

Nothing is more irritating to examiners than an attempt at " fine writing " by candidates who cannot even write grammatically, or who use words of which they do not know the real meaning (or, alas, the spelling !).

On the other hand, it is impossible to postpone the formation of style until some particular grammatical stage has been reached. Style is the expression of character.

On each occasion when one speaks or writes, his style is influenced, just as it is whenever he listens or reads. It is never too soon, then, once the faculty of speech has been developed, to begin building up correct notions of style in the individual's mind. The teaching of speaking, reading, writing, and grammar are all modes of influencing style, and the only logical interpretation of the text-book warning mentioned above is that it is a caution against straining after some "grand style," that is, against affectation. In this sense, the advice may be warmly seconded. "To thine own self be true" is the very foundation of all great style.

If this argument has been followed, the student will see that he can acquire good style only if the principles which he learns in his study are put into practice at all times. If he would write well at the examination, he must speak well now at the festive board, on the playing-field, in the restaurant, and in all the other walks of life. Nay, he must do more : he must think well, for grammar is the logic of speech, and speech is the expression of thought. "The style is the man," said the great French thinker, Buffon.

Good style, then, is the happy expression of logical thought—or, the marriage of words and sense.

"Commercial English."

With regard to the importance of good English to a business man, the student should note that—

(a) All examiners give much attention to the purely English side of Commercial Correspondence papers.

(b) The subject of "Commercial English" has recently been investigated by a Departmental Committee of the Board of Education. A number of prominent firms was approached by the Committee, and the witnesses expressed themselves as emphatically opposed to any narrow views

of the subject of English. According to their evidence, "training in English is of supreme importance for business"; "manner of speech is of the greatest importance in business"; so-called "Commercial English" was stigmatized as "a meaningless jargon," "usually an impediment to clear expression." The Committee reported as follows—

With this evidence before us we have no hesitation in reporting that "Commercial English" is not only objectionable to all those who have the purity of the language at heart, but also contrary to the true interests of commercial life, sapping its vitality and encouraging the use of dry, meaningless formulae just when vigorous and arresting English is the chief requisite.

The views expressed above must be regarded, then, as representative of the ideals held in the most enlightened business houses.

In the case of secretaries, the need for a comprehensive knowledge of English, and for a diversified ability to use it, is considerably greater than in the case of many other commercial men, whose correspondence may flow in fairly even streams.

The secretary has to show an extraordinary versatility: at one moment he is corresponding about the investments of his company, at another he is writing a letter of consolation to the widow of a deceased employee, at another he is pacifying a disgruntled shareholder whose holding happens to be rather large, and so on. He must indeed be an all-round correspondent, keenly conscious of the subtle shades of meaning in words, with the still rarer ability of conveying those shades of meaning to others—whether of higher or lower social position than himself.

The possession of such powers as these is dependent upon a very acute critical faculty. The student must cultivate this faculty within himself, study why it is that one passage is good English and another is bad, appreciate how it is that one piece of writing is so much more lofty in style than another piece on the same subject. When he has

cultivated this critical perception, he will no longer tolerate foolish talk about "Commercial English," nor the dry-as-dust reports of the average commercial house.

The Articles.

While brevity is a very important object at which to aim, and one that is rated very highly by examiners, it must not be achieved by the sacrifice of sense, or the omission of words that are necessary to make complete sentences. The omission of the article is a very frequent form of error, but it could hardly be made by a writer who appreciated the function of the articles. The definite article *the* is indicative, that is, it specifies a particular thing or portion: the indefinite article *a* or *an* refers to any one of a number of similar things: by the omission of the article, the noun has reference to all the things considered as one group: in the first two cases the noun is Common or Proper, in the third case the noun is either Generic or Abstract. The following passage from Emerson is quoted to illustrate these differences—

It is easy in the world to live after the world's opinion; it is easy in solitude to live after one's own; but the great man is he who, in the midst of the crowd, keeps, with perfect sweetness, the independence of solitude.

COMMENT: There is no article before "solitude," because no particular solitude is referred to, but there is a definite article before "great man," because the writer wishes to single out and emphasize the man who possesses exceptional attributes.

The difference is brought out, somewhat humorously, in the subjoined passage from "Poor Relations," by Compton Mackenzie—

"Music hath charms," said Mrs. Hamilton. "Who will deny it? And independence with the indefinite article before it also hath charms; but independence with no article at all, independence, the abstract noun, though it may be a public virtue, is a private vice."

The following example shows what to avoid—

Smith, oldest of candidates was lowest in results.

As given, this sentence implies that Smith was the oldest candidate who had ever sat at an examination. In its present form, the sentence contains four instances of an unjustifiable omission of the definite article. As the frequent repetition of the article would be undesirable, and the sentence lacking in euphony, it would be advisable to rewrite the sentence, as follows— “ The oldest candidate, Smith, was at the bottom of the list.”

The necessity of employing the definite article is often a good indication of the advisability of using capital letters for the noun that is individualized.

The honourable member asked for the appointment of a parliamentary committee.

No definite committee is referred to, but in the following sentence a special committee is mentioned—

The honourable member criticized the Report of the Parliamentary Committee on Finance.

The article must be repeated before the components of disjunctive phrases, to avoid such incongruous sentences as the following—

The omission of the article makes all the difference between a correct and ridiculous sentence.

The sentence cannot be both correct and ridiculous.

Where the phrases are conjunctive the article need not be repeated, as in the following sentence—

Due employment of the articles facilitates the formation of a correct and euphonious sentence.

It is not correct to say—

The resolution commenced in well-worn phrase, because the use of the singular common noun “ phrase ” implies that a particular phrase is referred to; but it would be correct to say “ in well-worn phrasing,” as “ phrasing ” is a more generic term.

The Use of "A" or "An."

An should be used before words beginning with a silent *h* or with a vowel, except in words like *unique*, *Europe*, *ewe*, and *university*, where the initial sound is that of "you." The *h* is silent, for example, in

heir
heirloom
heiress

honest
honour

hour
hourglass

An is sometimes used in such phrases as *an historical romance*, *an heraldic device*, where the accent falls on the second syllable; but this use is somewhat pedantic.

A should be used before contractions which commence with a consonant, e.g. a F.C.I.I., a L.C.C. fireman.

The Use of "Of."

The primary meaning of the preposition *of* is possession. It is frequently used to denote the possessive case, but where it is so used it is incorrect to place an apostrophe with the noun, e.g.

Boswell was a friend of Johnson's.

This is wrong: it should be either *Boswell was Johnson's friend* or *Boswell was a friend of Johnson*.

It may seem, at first sight, somewhat superfluous to include such apparently elementary matters in this work, but it should be remembered that there are wide-reaching results following the possessory character of this little preposition. For example, it makes all the difference to a man's rights under the Workmen's Compensation Act whether he can use *of* or *for* in relation to his contract. If the employment was in pursuance of a contract *of* service, the employee comes within the scope of the Act; if the employment was in pursuance of a contract *for* service, e.g. a patient's instructions to his dentist, then the engagement is entirely outside the scope of the Act.

The point arose in the case of *Simmons v. Heath Laundry*

(Co. (1910), in which it was held that no contract of service existed—in respect of her teaching—where a laundry-maid supplemented her earnings by giving music lessons to children at their homes. Some of Lord Justice Fletcher Moulton's remarks in this case are reproduced here because they throw light upon the ever-present question of master and servant.

I do not feel called upon to limit the generality of the word "otherwise" in such a way as to exclude all contracts in respect of teaching. On the contrary, I am satisfied that many contracts for the services of teachers bring them within the Act. It is therefore necessary to consider what contracts for teaching are and what are not within the scope of the Act—that is to say, whether a contract is one of service or one for services. Between the two extreme cases of an usher in a private boarding-school and a music or singing-master lie an infinite number of intermediate cases where special circumstances point with greater or less force towards the one conclusion or the other The greater the amount of direct control exercised over the person rendering the services by the person contracting for them, the stronger the grounds for holding it to be a contract of service; similarly, the greater the degree of independence of such control, the greater the probability that the services rendered are of the nature of professional services and that the contract is not one of service.

A similar distinction is observable in respect of the word "taste." One has a taste *of* a thing when one has actually had the physical sensation; one has a taste *for* a thing in a purely figurative sense, as a taste for art, music, etc. Again, one is glad *of* a thing when one actually has it; but one is glad *at* hearing of some happy circumstance.

In like manner, all the following words express personal judgments or qualities, and consequently are used with *of*—

advice	forgetful	redolent
approve	mindful	justification
conscious	oblivious	evidence
ignorant	jealous	designation

Examples—

Send me advice of the ship's arrival.
 I approve of his conduct.
 She was redolent of eau-de-Cologne.
 The plaintiff offered no evidence of his assertion.
 I offer no justification of my conduct.

The Use of "For."

The discussion in the preceding paragraph has already brought out the objective function of the preposition *for*. (By *objective* in this sense is meant having relation to things outside oneself.) *For* means purpose; hence, one says *fitted for*, *suitable for*, etc. Other words followed by *for* are—

adapted	sufficient	crave
adaptable	substitute	use
convenient	taste (<i>see above</i>)	ground

Example—

He could show no ground for his opinion.

The Use of "To."

To is used to indicate a state or set of conditions connecting the subject and object, e.g.

This wall is impervious to water.

Since *to* indicates connection or identity of subject-matter, it is erroneous to use it in conjunction with any word which emphasizes the lack of such connection or identity: yet one frequently finds this preposition employed after the word *different* when, of course, the correct preposition is *from*.

As shown in the preceding paragraph, the word *suitable* will be followed by *for* when purpose is the main point of consideration, but it will be followed by *to* when the appropriateness of the conditions is the point to be emphasized, e.g.

This wall-paper is quite suitable for a drawing-room.

This wall-paper is suitable to the furniture.

Similarly, one uses *to* with *agree* and *correspond*, when the conditions are borne in mind, but *with* when the persons who agree or correspond are delineated, e.g.

The proposer agreed to the suggestion.

The proposer agreed with the agent.

The subjoined words are also followed by *to*—

testify	indispensable
audible	incomprehensible
visible	adequate
obvious	adaptable
attentive	confine
repellent	adhere
repugnant	take exception
aversion	appeal
adjacent	annex
try	similar
endeavour	adjust
essay	witness

The popular practice of writing *and* after *try* should be carefully avoided.

The Use of “With.”

With suggests an identity of reference in subject and object ; and these are very often persons, as was seen in the cases of *correspond* and *agree*. In the case of *part*, however, *with* is used when the subject-matter consists of things, and *from* when the parting is from persons, e.g.

Threatening vengeance, the traveller parted with his purse.
The friends parted from each other very reluctantly.

This usage must be carefully distinguished from that with *differ* : here *with* is used when persons are referred to, and *from* when things are mentioned, e.g.

The friends* differed with each other as to who should pay the expenses.

The seventh edition differs considerably from the sixth.

Other words followed by *with* are—

compare	incompatible
comply	associated
confer	acquaint
conform	contend
replete	inspire
sated	satiated
saturated	combine
mix	contrast
affiliated	

The Use of "From."

From indicates a contrary movement, or state, and is used with the following—

different	part
differ	averse
resign	remove
restrain	

Example—

Even as a boy he was averse from all kinds of active play.

Various.

In is the correct preposition to follow—

vulnerable, reside, innate, acquiesce, latent, inherent.

At is used with the following words—

angry, call (at a place), glad.

On is used with—

subsequent, confer, pall.

Upon is used with the following words—

rely, bestow, decide, count, call (upon a person), consequent.

By is used with—

replace, fettered.

Negative Prefixes.

The large variety of prefixes, used in the English language to express negation, presents considerable difficulty to the student who has not cultivated the habit of being observant in the course of his reading. Some of these are given in the next page, and others will be given in later chapters. With all such words, the student should acquire accuracy by using them frequently in the construction of suitable sentences. *In all cases, the student should diligently search his dictionary when words are mentioned of whose meaning he is ignorant.*

Dissatisfied, disagree, disappear, distrust, distasteful, disinclined, discourteous, dissimilar, disarm.

Innocuous, inconvenient, inadvisable, incautious, indiscreet, inconsequent, inelegant, ineligible, inexperienced.

*Il*liberal, illegal, illimitable, illicit, illegitimate, illegible.

*Imp*ersonal, impious, improper, impertinent, impotent, impossible.

Undeceive, unseemly, unconquerable, unruly, uncivil, unsteady.

Words of Like Sound.

Another common source of error is provided by words of similar pronunciation, but of different spelling and meaning. Some of these are subjoined: they should be closely studied.

Minor—a person under twenty-one years of age.

Miner—a worker in mines.

Lee—the side that is sheltered from winds.

Lea—a field or meadow.

Principle—a rule, doctrine, or dogma.

Principal—chief (either adjective or noun).

Dependent (adjective)—subject to external power.

Dependant (noun)—the *person* who is so subject.

Dependence—the *state* of being subject to authority.

Practice (noun)—the application of principles.

Practise (verb)—to apply principles.

Subtile—thin, drawn out.

Subtle—cunning, deep, hidden, remote.

Envelop (verb)—to wrap up.

Envelope (noun)—the container of a packet.

Medal—a substance cast in the form of a coin.

Meddle—to interfere.

Relative (adjective)—corresponding.

Relative (noun)—a family connection.

Relation (noun)—the state of being in correspondence or connection.

Relation (noun)—an account or narrative.

Mantel—a chimney shelf.

Mantle—a cloak.

Confusion of Meaning.

Many words are used in a wrong context, e.g.,

The use of	infer	when	imply	is meant.
" "	invariably	"	frequently	" "
" "	loose	"	lose	" "
" "	loathe	"	loth	" "
" "	learn	"	teach	" "
" "	chronic	"	acute	" "
" "	receipt	"	recipe	" "
" "	verbal	"	oral	" "
" "	expect	"	believe	" "
" "	only	"	except	" "
" "	gender	"	sex	" "
" "	observation	"	observance	" "
" "	feature	"	show	" "
" "	transpire	"	occur	" "

Synonyms.

When great precision is essential, as in acts of parliaments, it is better to indulge in somewhat monotonous repetition of the same word or phrase rather than to introduce a new word, which may give rise to misunderstanding. In ordinary writing, however, repetition is not advisable, so long as the sense is not sacrificed by its avoidance. Thus, the sentence, *Enumerate the principal points to be provided for in taking a lease*, might equally well be rendered, *Detail the precautions to be observed when negotiating for a lease*. The student should practise such substitution, with the help of the following list—

Forcible, violent, passionate.

Inform, advise, acquaint.

Jocular, jovial, humorous, genial.

Stubborn, unyielding, obstinate, adamant.

Rapid, swift, quick, fleet, speedy.

PROGRESS QUESTIONS

Should a Personal Accident policy be renewed after the Assured has reached the age limit? Justify your answer.

The following words have been used in Chapters I and II. Operative, visualizing, facilitated, exploit, eductive, versatility, designation, indispensable. Explain what they mean. (This should present no difficulty to the student who has followed

the author's advice to search the dictionary in all doubtful cases.)

What is the first essential of all forms of writing ?

State and illustrate the functions of the Articles.

Explain the use of *a* or *an*, and give examples.

What is the distinctive meaning of the preposition *of* ?
Give examples.

When is the preposition *for* used ? Give examples.

Distinguish between the use of the prepositions *to*, *for* and *with*. Give examples.

Correct the following sentences—

"Threatening vengeance, the traveller parted from his purse " ;

"The friends parted with each other very reluctantly."
Give the reason for each correction.

What does the preposition *from* indicate ? Give examples.

Distinguish between the use of the prepositions *in*, *at*, *on*, *upon*, and *by*. Give examples.

State the correct negative prefix for the following words—
deceive, liberal, convenient, civil, arm, legal, courteous,
possible, steady, discreet, similar, seemly.

Frame sentences bringing out the differences in meaning
in the following—minor, miner ; principle, principal ; prac-
tice, practise ; mantel, mantle ; relative, relation ; depen-
dant, dependent ; medal, meddle ; subtile, subtle ; lee,
lea.

Correct—

I am loathe to go.

This rule is given for your observation.

The receipt is a good one.

The accident transpired after he had left home.

They loose everything they possess.

EDUCTIVE QUESTIONS

*1. Substitute one word for each of the following phrases
in *italics*—

He has attained the *highest point* of his ambitions.

This problem is *difficult to understand*.

The man was *excessively compliant*.

Judicious expenditure prevents debt.

Luxury *deprives of nerve* all who become enslaved to it.

He *wasted away* his means.

*2. Replace by another, each of the following words in
italics—

He was absolutely *fatuous*.

He is *indicted* of a serious offence.

The man was most *lugubrious*.

His *loquacity* was excessive.

This is an *excessive* price for so poor an article.

The *inception* of the disease is mild.

3. In the following sentences each dash shows where one word has been omitted. Consider first what would be the most suitable word to take the place of each dash, and then write out the sentences, inserting the words you have chosen instead of the dashes. Underline each of the words you insert—

(a) Although I was —— I went on working, for my one —— was to get the work ——.

(b) The signal is —— Unless we —— we shall —— the train.

(c) One of my teeth is decayed. I must go to the ——, or I shall certainly have —— (R.S.A.)

CHAPTER III

LINKING UP GRAMMAR WITH MEANING

It is not sufficient that the student should understand what is meant by a certain phrasing ; the words which he uses must be capable of clear construction. Through neglect of this essential precaution, the underwriters in *Woolf Simmons v. Cockell* were defeated. In that case, the premises were warranted *always occupied* ; and the judge held that the warranty was not broken by the mere fact of all the tenants happening to be out at the same time, as the premises were still occupied in the technical sense of the term. What the underwriters intended was that the premises should never be left without a tenant actually in them, but they had not stated so on the policy.

In the paragraph on the Articles in Chapter II occurs the sentence : *In the third case the noun is either generic or abstract*. The meaning of this, it is hoped, is clear ; but had the word *either* been omitted, the student might easily have thought that the word *generic* was used simply as an alternative to *abstract*, i.e. as a synonym. By the insertion of the word *either*, it is obvious that the writer had two different categories in mind.

The Use of “ May ” and “ Must.”

Words like *may*, *can*, *should*, and *would* must be used with great care, because they have a permissive sense, and therefore it is not advisable to employ them in an imperative sense, e.g.

Parents may be allowed to visit the hospital on the first two Sundays after the admission of the patient.

Reflective parents who receive this intimation are left

in doubt whether they are allowed to visit or whether they must adopt some further process before they will be allowed to visit. The doubt would be removed by the substitution of *are* for *may be*.

Pairs of Objects.

When referring to two objects, it is permissible to use *each, both, between, either, neither, each other, the other*, e.g.

These cherries are to be divided between James and Alfred.
Either James or Alfred may make the distribution.
Afterwards they pelted each other with the stones.

It should be noted that *between* is a preposition, and therefore is followed by the objective case: so that the common expression *between you and I* is incorrect.

More than Two.

When referring to more than two objects it is permissible to use *among, every, each, some, few, many, all, one another*, e.g.

One-third of the profits is divided among the workers.

Note: If one were referring to a more haphazard distribution, such as the throwing of coins to a crowd, it would probably be better to use the word *amongst*.

Each of the boys read in their turn.

This is incorrect, because *each* (also *every*) is singular. Replace *their* by *his*.

Every boy read in his turn.

This is correct: *every* (or *both*) should be used when emphasizing the work done by the whole body of persons, *each* when emphasizing the work done by the individuals composing the group.

Neither Smith nor White were at the examination.

This is incorrect: *were* should be *was*.

Drink freely between meals of pure water.

This is ridiculous, although taken from a well-established periodical. *Between meals* should be placed after *water*.

Neither you or me are invited.

This is incorrect : *or* should be *nor*

me „ „ *I*

are „ „ *is*, as follows—

Neither you nor I is invited.

The Use of “ Shall ” and “ Will.”

Both of these words have reference to future occurrences, but when *will* is used in the 1st person and when *shall* is used in the 2nd and the 3rd persons, there is an added element of determination or compulsion, e.g.

I shall not go to-morrow.

You will „ „ „

They „ „ „ „

These are simple statements of intention to refrain from making a certain visit.

I will not go to-morrow.

You shall not go to-morrow.

They shall not go to-morrow.

These statements not only convey an intention to refrain from making a visit, but indicate that any effort in the contrary direction will meet with a decided opposition.

Would and *should* follow these rules, and it is very important to observe a correct sequence of tenses.

Examples—

I will drink life to the lees.

Tennyson.

If thou wouldst,

There shouldst thou find one heinous article,—

Containing the deposing of a king.

Shakespeare.

An acre in Middlesex is better than a principality in Utopia. The smallest actual good is better than the most magnificent promises of impossibilities. The wise man of the Stoics would, no doubt, be a grander object than a steam-engine. But there are steam-engines. And the wise man of the Stoics is yet to be

born. A philosophy which should enable a man to feel perfectly happy while in agonies of pain would be better than a philosophy which assuages pain. But we know that there are remedies which will assuage pain ; and we know that the ancient sages liked the toothache just as little as their neighbours. A philosophy which should extinguish cupidity would be better than a philosophy which would devise laws for the security of property. But it is possible to make laws which shall, to a very great extent, secure property. And we do not understand how any motives which the ancient philosophers furnished could extinguish cupidity.

Macaulay.

The Use of “Lie ” and “Lay.”

There are three meanings of the verb *lie*—

1. To utter falsehoods. It is intransitive, that is, it requires no object.

Present Participle : Lying.

Past Participle : Lied.

Past Tense : Lied.

2. To rest, or abide, or lean.

3. To be sustainable (an action in a court of law).

In meanings (2) and (3), the verb is also intransitive.

Present Participle : Lying.

Past Participle : Lain.

Past Tense : Lay.

There are several meanings of the verb *lay* : To place or set down ; to calm or appease ; to wager ; to produce eggs. It is a transitive verb, that is its sense is incomplete until an object is mentioned—one must set down *something*, or one must wager *something*.

Present Participle : Laying.

Past Participle : Laid.

Past Tense : Laid.

Example—

The travellers reported that the savages very seldom lied.

He lay on the couch until he recovered.

The papers were laid on the table.

The absurdity of the next instance should now be apparent—

The question one could naturally put is, Has the millennium arrived, when the lion and the lamb shall lay together ?

Superlatives.

One frequently hears the phrase, *the least of two evils*, although there cannot possibly be a least unless there are three or more objects to be compared. It should be read—*the less of two evils*. The true inflexion is—

Positive :	Little.
Comparative :	Less.
Superlative :	Least.

The use of *lesser* as the comparative form is creeping into the language, as in the following extract from Professor Granger's *Historical Sociology*—

Reform and change are part of life, but at any moment they are the lesser part.

One fails to see any justification for this distortion.

A worse perversion is common in the use of *first* and *last*. One finds references to the *three first chapters* or the *three last chapters*, whereas it is physically impossible for there to be more than one first and one last chapter in any book, or in any series. The reference should be to *the first three* or *the last three*. If, however, one were referring to the first or last units of three separate series, the former mode of expression would be in order. Thus, it is correct to say—

There are four last things, Death, Judgment, Heaven, and Hell.

Late, *latter*, and *last* are the correct adjectives to use with regard to order in a series ; but *late*, *later*, and *latest* should be used in respect of time. *First* should not be used in conjunction with *beginnings*, because that combination is tautological, i.e. redundant or superfluous, as both words refer to the *commencement*.

As a general guide which may be followed with perfect assurance, the student should avoid superlatives. It is customary to hear them lavishly employed in much modern conversation, and to find this reflected in the newspapers, but the practice should be strenuously discouraged. The

essential strength and beauty of good writing is derived from the sincerity of the writer. Sincerity expresses itself in words which are duly weighed and apportioned to the gravity of the occasion.

The Use of "Like."

It is important to remember that *like* may be a verb, a noun, an adjective, or an adverb, but that it is never a conjunction, e.g.—

He does not bear malice like some people do.

This is wrong ; and may be corrected by either omitting "do," or replacing "like" by "as."

Plurals.

The most common way of forming the plural is by adding *s* to the singular.

1. When the singular ends in *s*, *sh*, *ch* (soft), and *x*, the plural is formed by adding *es*, e.g.—

pass,	passes ;	gas,	gases ;
lash,	lashes ;	bush,	bushes ;
ditch,	ditches ;	witch,	witches ;
church,	churches ;	fox,	foxes.

2. The plurals of most common nouns ending in *o* are formed in the same way, e.g.—

cargo,	cargoes ;	echo,	echoes ;
negro,	negroes ;	potato,	potatoes ;
bravo,	bravoes (cheers) ;	buffalo,	buffaloes ;
tomato,	tomatoes ;	volcano,	volcanoes ;
salvo,	salvoes ;	innuendo,	innuendoes ;
grotto,	grottoes ;	fresco,	frescoes ;
embargo,	embargoes ;	calico,	calicoes ;
halo,	haloes ;	hero,	heroes ;
manifesto,	manifestoes ;	memento,	mementoes ;
tornado,	tornadoes ;	mosquito,	mosquitoes ;
portico,	porticoes ;	torpedo,	torpedoes.
motto,	mottoes.		

There are many exceptions, however, of which the most important are the following—

pianos	cantos	oratorios	tyros
folios	solos	piccolos	bamboos
altos	sopranos	quartos	archipelagos
torsos	octavos	duodecimos	chromos
juntos	bravos (hired)	centos	electros
curios	impresarios	Lotharios	provisos
ratios	punctilios		

3. Words ending in *y* preceded by a consonant, or ending in *quy*, are formed into plurals by changing the *y* to *i* and adding *es*, e.g.—

gipsy,	gipsies ;	story,	stories ;
jelly,	jellies ;	poppy,	poppies ;
city,	cities ;	lady,	ladies ;
ruby,	rubies ;	miscellany,	miscellanies ;
charity,	charities ;	enemy,	enemies ;
soliloquy,	soliloquies.		

4. Nouns ending in *f* or *fe* change to *ves* in the plural, e.g.—

loaf,	loaves ;	shelf,	shelves ;
half,	halves ;	thief,	thieves ;
knife,	knives ;	staff,	staves (rods).

The following are exceptions—

briefs,	chiefs,	dwarfs,	fifes,
griefs,	gulfs,	hoofs,	beliefs,
strifes,	roofs,	puffs,	turfs,
proofs	muffs	serfs,	safes,
staffs (employees).			

5. Many words of foreign origin retain the foreign plural ending, e.g.—

addendum,	addenda ;	alkali,	alkalis ;
cherub,	cherubim ;	appendix,	appendices ;
beau,	beaux ;	axis,	axes ;
bandit,	banditti ;	analysis,	analyses ;
phenomenon,	phenomena ;	automaton,	automata ;
apex,	apices ;	crisis,	crises ;
basis,	bases ;	datum,	data ;
criterion,	criteria ;	effluvium,	effluvia ;
dilettante,	dilettanti ;	formula,	formulae ;
erratum,	errata ;	maximum,	maxima ;
index,	indices	plateau,	plateaux ;
	(algebra)		
minimum,	minima ;	thesis,	theses ;
terminus,	termini ;	medium,	media.

6. Some nouns have two plurals, e.g.—

dies, dice ; brothers, brethren ; fish, fishes ; geniuses, genii ; indexes (card), indices.

7. Other nouns have only one form, e.g.—

gold, cattle, wheat, milk, sheep, annals, arms, embers, hysterics, nuptials, measles, compasses.

8. Sometimes there is a special noun for the group of individuals belonging to one class, e.g.—

flock (of sheep or geese), herd (of cattle), covey (of partridges), congregation (of nuns), pack (of wolves or hounds), school (of whales or artists), regiment (of soldiers), band (of ruffians, etc.), host (of locusts, etc.), crew (of a ship), troop (of horsemen, pierrots, etc.), swarm (of bees), hive (of wasps), brood (of chicks or other young birds), galaxy (of stars), fleet (of motors or ships), bevy (of birds or girls), archipelago (group of islands), crowd (of people), muster (of recruits), shoal (of fish), drove (of bullocks), flight (of pigeons or stairs), company (of shareholders), horde (of barbarians), society, assembly, party, gang (of labourers), panel (of lecturers or doctors), colony (of ants), litter (of dogs), farrow (of young pigs), collection (of stamps, etc.), lot (at an auction, etc.), draught (of fish or soldiers), senate (of representatives), pencil (of rays of light), armada (fleet of armed ships), cluster (of grapes or peaches), nest (of drawers), throng (of merrymakers), bunch (of flowers), batch (of loaves), cabinet (of ministers), hatch (of birds, especially of those matured in an incubator), jury (of citizens or peers), guild (of craftsmen), force (of policemen).

A writer is usually quite free to treat such collective nouns as either singular or plural, but his treatment must be consistent.

Differentiation of Sex.

The grammatical expression of differences in sex is called *gender*.

1. The feminine is formed from the masculine by the suffix *-ess*, e.g.—

lioness, tigress, actress, negress, sorceress, traitress, countess, empress, victress, abbess, huntress, poetess, duchess, shepherdess, murderess, giantess, votaress, hostess, deaconess, priestess, governess, marchioness.

The tendency is to drop such special endings, e.g. the words *authoress* and *instructress* are now very seldom used.

2. The Old English suffix *-ster* survives in a few words, but retains its feminine significance in only one, viz. *spinster*, but that now means something more than a female spinner. The ending is still found in *maltster*, *Baxter* (female baker), *tapster* (a bar-maid), *Webster* (weaver), and *Brewster* (brewer). The last word is met with in the phrase "Brewster Sessions," the annual courts for the consideration of the granting of licences to brewers, distillers, publicans, and other retailers of alcoholic liquors. The ending is also seen in the word *Foster*, which means a female feeder; thus "foster-mother" is doubly feminine, whilst "foster-father" is an etymological monstrosity. *Seamstress* and *songstress* contain double feminine endings, the Latin suffix *-ess* having been erroneously added to *seamster* and *songster* although they were already feminine.

The old Teutonic feminine suffix *-in* or *-en* survives in "vixen," a female fox.

3. Some words, especially legal terms, retain their foreign feminine endings, e.g.—

testator, testatrix; executor, executrix; inheritor, inheritrix; administrator, administratrix; hero, heroine; margrave, margravine; landgrave, landgravine; sultan, sultana; Signor, Signora; Alexander, Alexandrina.

4. Prefixes are used in some cases, as—

man-servant, maid-servant; buck-rabbit, doe-rabbit; cock-sparrow, hen-sparrow; pea-cock, pea-hen; he-goat, she-goat.

5. Different words are used, e.g.—

bachelor	spinster	boar	sow
boy	girl	brother	sister
buck	doe	bullock	heifer
bull	cow	cock	hen
colt	filly	dog	bitch
drake	duck	earl	countess
father	mother	gentleman	lady
hart	roe or hind	gander	goose
stallion	mare	husband	wife
ram	ewe	sloven	slut
sire	dam	wizard	witch

VOCABULARY

Synonyms—

Mysterious, secret, occult, hidden, latent.
 Bold, courageous, plucky, intrepid, hardy.
 Privacy, retirement, seclusion.
 Real, genuine, honest, sterling.
 Commerce, trade, traffic, marketing, bargaining.

Examination Question (R.S.A.)—

Give the meaning of each of the following expressions in two other and different forms of words—*I implore your aid. They accomplished their mission. Assist their enterprise! Hold the fort! They affected to yield. He made a vain appeal.*

Answer—

I beseech assistance from you.
 Come to my help!

Their representations were accepted.
 The object of their journey was attained.

Let everyone aid their undertaking.
 He called upon them to support their endeavour.

You must not surrender!
 The position must be maintained.

It seemed as if they were falling back.
 The feint of surrender was then adopted by them.

His entreaty had no avail.
 Nothing came of his petition.

PROGRESS QUESTIONS

We speak of a *choir* of singers. What word would you use for each of the following to denote a number taken together—School-children, robbers; sheep, cattle, wolves, whales, bees; ships, books, bells. (R.S.A.)

Correct the following sentences—

- (a) "The poet and musician are working in essentially similar spheres of art."
- (b) "He is different to his brother."
- (c) "He is celebrated as an R.A., but infamous as a man and husband."
- (d) "General Grant was an intimate colleague of Lincoln's."
- (e) "He should try and do better, as he is really indispensable for the business."
- (f) "I differ from you entirely, and therefore I cannot agree with your suggestion,"

Indicate the correct prepositions to follow—comply, substituted, visible, adjust, resigned, sated, fettered, acquiesce, convenient, oblivious, annex, agreeable, averse, glad, count.

Give the negative form of the following words—logical, personal, nocuous, seemly, liberal, similar, civil, experienced, easy, like, potent, ingenuous.

Give the three meanings of the verb *lie*, and conjugate.

Give the various meanings of the verb *lay*, and conjugate.

Compare *late* when used as an adjective with regard to order in a series, and when used in respect of time.

Correct the following sentence— “The first beginnings of creation are wrapped in mystery.”

Which is correct— “It takes less time to do this,” or “It takes a lesser time to do this”?

Give the plural for each of the following—axis, archipelago, dilettante, index, plateau, automaton, bandit, apex, cherub, alkali, proviso, memento, beau, gold, minimum.

EDUCTIVE QUESTIONS

*1. In the following passage the sentences are out of their proper order. Write out the passage with the sentences in their right order, but make no other change in the passage—

In another minute I would have been killed, had not some of my companions fired again at the lion and this time killed it. Growling horribly close to my ear, he shook me as a terrier dog shakes a rat. But never afterwards could I use quite easily the arm which the lion crushed. I was wondering in which direction the wounded lion had gone when I heard a warning shout. He caught my shoulder as he sprang, and we both came to the ground together. Starting and looking half round, I saw the lion in the act of springing on me. (R.S.A.)

*2. We speak of the *barking* of a dog. Write down the following names of animals in a column, and opposite each write the appropriate word for the sounds by which the animal expresses its feelings—sheep, cow, horse, donkey, pig, cock, duck, frog, lion, wolf, elephant. (R.S.A.)

3. (a) Write down words expressing the precise opposite in meaning of—Higher, nearer, wise, garrulous, urban, tender, harmonious, upper, transparent, moving.

(b) Add the appropriate negative prefix to—Probable, natural, regular, noble, hospitable, scientific, legal, ingenuous, sociable, rational, inform, convertible, entangle, mobile, contributory.

CHAPTER IV

PUNCTUATION

CORRECT punctuation is of importance in business correspondence, and in the present chapter the various punctuation marks will be considered.

The Full Stop.

The full stop, or period, marks the end of a complete sentence, or an abbreviation. Its use presents no difficulty.

The Colon.

The colon is used to denote that one stage of a narrative is completed, but that the conclusion which may be drawn therefrom, or the consequence which followed, is given in the succeeding sentence. It has the effect of a full stop plus some such word as *hence, therefore, for, or consequently*, e.g.—

No man should be positive on such a point : the wise are often deceived.

The meaning of this sentence is : *No man should be positive on such a point. Even the wise are often deceived.* The example as given is richer in meaning than it would be if the colon were replaced by a comma, and a conjunction of reason inserted. The sentence then becomes : *No man should be positive on such a point, as the wise are often deceived.* This implies that if the wise were not often deceived, it would be right for a man to be positive on such a point. No such implication can logically be drawn from the original example : according to that form of expression the first clause might remain true, even if the second were proved to be untrue. Supposing it were proved that the wise are *never* deceived it would not follow that any man (whether wise or not) was justified in being positive on the point in question. That is because the two clauses are co-ordinate, that is, grammatically they are of equal

rank. In the sentence as amended above by the deletion of the colon and by the insertion of a comma and a subordinating conjunction, the second clause is not co-ordinate but subordinate; it cannot make sense by itself.

It will thus be seen that the colon is a very valuable instrument, giving precision and terseness to expression, but great care is needed for its correct employment. It may very usefully be employed before a concluding clause which has reference to all the preceding clauses in the sentence, e.g. —

If he has not been unfaithful to his king; if he has not proved a traitor to his country; if he has never given cause for such charges: why then is he afraid to confront his enemies?

The colon is frequently used to introduce a quotation or example—

Let him take to heart this Biblical injunction:
“Judge not, that ye be not judged.”

It may be taken as a general rule that it is wrong to use a conjunction immediately after a colon, except in a quotation.

The Semi-Colon.

When a sentence is composed of several parts, all definitely related to the principal subject, these parts should be separated by means of semi-colons, e.g.—

Reading maketh a full man; conference a ready man; and writing an exact man. *Lord Bacon.*

Talking and eloquence are not the same; to speak, and to speak well, are two things. *Ben Jonson.*

The semi-colon may be used to mark off an inference, illustration, or explanation from the main statement, e.g.—

Not oaks alone are trees, nor roses flowers;
Much humble wealth makes rich this world of ours. *Leigh Hunt.*

Fame's loudest trump upon the ear of Time
Leaves but a dying echo; they alone
Are held in everlasting memory,
Whose deeds partake of heaven.

Southey.

The Comma.

The comma should be used to mark off qualifying and appositional phrases, e.g.—

Every heart, when sifted well,
Is a clot of warmer dust,
Mix'd with cunning sparks of hell.
Tennyson.
Believe me, dear Sir,
Your obedient servant.

The nominative absolute (an explanatory phrase not grammatically related to its accompanying sentence) should be marked off by a comma, e.g.—

The sun having risen, we went on our way.

Similarly, the comma should be used with participial and introductory words and phrases, e.g.—

The man, being caught, related the whole story.
After the election, however, he told quite another story.

Where two or more adjectives precede a noun, are not connected by a conjunction, and have equal qualifying force, they should be separated by commas, e.g.—

He is a plain, honest, industrious man.

But where the adjectives have not equal qualifying force, no comma should be inserted, e.g.—

The famous American educationist.

In general, the components of a series should be separated by commas, e.g.—

Youth, manhood, old age past,
Come to thy God at last.

Frequently, the last of such a series is preceded by a conjunction, and in such cases the practice is growing of omitting the comma after the noun or adjective which immediately precedes the conjunction: this is not in accordance with long-established precept, and is not followed by the Oxford University Press, which gives the following example for the guidance of its compositors—

A great, wise, and beneficent measure.

When the words of such a series are more or less cognate, i.e. relate more or less to the same idea, the conjunction may be used as in the last instance ; but when the components of a series have reference to distinct ideas, a conjunction should be placed between each pair, or else no conjunction used at all, e.g.—

The measure is extravagant, inequitable, dishonourable.
Or
 The measure is extravagant and inequitable and dishonourable.

In writing, the former is preferable.

The comma may be used instead of a colon to introduce a quotation, e.g.—

Salmond says, " When an accident happens through the combined negligence of two persons, he alone is liable to the other who had the last opportunity of avoiding the accident by reasonable care."

The use of the so-called inverted commas for marking the quotation should be noted.

Faults in punctuation may considerably affect the sense, as in the following two sentences—

The Mayor says the Inspector is a fool.
 " The Mayor," says the Inspector, " is a fool."

In the next instance, the omission of the comma would convert the compound sentence into a subordinate sentence.

So far as a man thinks, he is free.

Emerson.

The Apostrophe.

The apostrophe is used as a sign of elision and of possession. Instances of its use to express omission are : *Ne'er*, *thro'*, *it's*. The last means *it is* ; the possessive pronoun *its* requires no apostrophe, any more than do *ours*, *yours*, *his*, *hers*, and *theirs*.

The use of the apostrophe to show the possessive case of *nouns* is really only a special instance of elision. In Chaucer's " Canterbury Tales " one finds such titles as,

"The Clerkes Tale," "The Milleres Tale," "The Marchantes Tale." The final *es* was the old ending for the genitive or possessive case: it became customary to elide the *e* and to insert an apostrophe as a mark of the omission. This mode of using the apostrophe has been retained because it enables the possessive singular of a noun, e.g. *Cow's*, to be distinguished from the non-possessive plural, e.g. *Cows*, although the letters used are just the same in each case.

The Oxford University Press instructs its compositors to "insert thin spaces before apostrophes in such phrases as that 's (that is), boy 's (boy is), in order to distinguish from the possessive case." On the other hand, where there is no danger of confusion with the possessive, as in *don't*, *o'er*, *I'd*, *we'll*, they are instructed to join the apostrophe close up to the letters.

In the case of plural possessives the apostrophe is placed after the final *s*, as *houses'*, *doors'*, the *gates' handles*.

For the possessive case of proper names 's should be used with all monosyllables and disyllables; also in longer words which are accented on the penultimate syllable.

Example—

Charles's
Thomas's

Jones's
St. James's Square.

The Dash.

This should be used to indicate an abrupt transition. As abruptness is not a desirable quality, this mark should very seldom be used; it may, however, occasionally be used with good effect when making a witty point, e.g.—

Happy is the man who hath never known what it is to taste of Fame—to have it is a purgatory, to want it is a hell.

Lytton.

Talent convinces—genius but excites.

Lytton.

Summary of Foregoing.

Summing up the rules that have been given, we may note that the purpose of punctuation is to ensure clarity,

and therefore stops should not be inserted when the sense is clear without them. They should mark what would be the natural pauses of the voice if the passage were being read aloud. The colon should be used when there is a partial transition to a new point of view ; the semi-colon to demarcate the stages of an argument or narrative which has not reached its climax. These points are illustrated in this verse from Congreve—

Seek not to know to-morrow's doom ;
That is not ours, which is to come.
The present moment's all our store ;
The next should heav'n allow,
Then this will be no more :
So all our life is but one instant now.

Capitals.

In book titles, the initial letters of nouns, pronouns, verbs, and adjectives should be capitals. Of course, a capital is used for the first word of the title, whatever part of speech it may be : as well as for names of persons, places, official titles, days, and months.

Some Illustrations.

The subjoined passage by "Diogenes" in the *Weekly Dispatch* emphasizes in a very witty manner the importance of the subject dealt with in this chapter—

Mr. Montague's explanation of the misunderstanding that led to his supposed misinterpretation of Lord Curzon's letter is another illustration of the trials that vex our public men. The misunderstanding was the consequence of misplaced punctuation in the report. Lord Curzon asked me, he said, to do—not so-and-so and so-and-so, but such a thing, which, of course, was summarized that he asked me not to do so-and-so, another sad case of missing the point. You remember the man in the courts : "I stand here as a prisoner," he said to the judge. "Unfortunately you are my judge." He was promptly dealt with for contempt. What he really meant was : "I stand here as a prisoner unfortunately. You are my judge."

An even more dreadful example is that of the prisoner who said : "Sir, I am not as big a scoundrel as your honour"—here the culprit paused, but finally added—"takes me to be." "Put your sentences closer together," said the judge, and proceeded to add a devastating sentence of his own.

Paragraphing.

The value of paragraph-writing as a means of training has been very well expressed in a monograph issued by the Board of Education for Newark, New Jersey, U.S.A.—

The most practical way to teach anyone to write is to have him write numerous paragraphs. For the paragraph is really an essay in little, yet it contains almost every element contained in an essay in large, and it exemplifies almost all the principles of structure exemplified in an essay in large. In writing a good paragraph, as necessarily as in writing a good essay, one must choose, limit, and word his subject; gather, select, and mass his material; write, revise, and re-write his creation. Yet the paragraph, because of its small and convenient compass, may be written, abused, destroyed, and re-written; whereas the complacent bulk of a complete essay deters one from mutilating it, and frightens one from re-writing it.

Printing Abbreviations.

A knowledge of printing abbreviations is decidedly well worth while acquiring, as in a large office printing jobs are continually being given out and one should be in a position to discuss them intelligently with the printer and to understand printers' estimates.

Stet (Latin for "let stand") is used to reinstate a word or passage that had been crossed out. The same instruction is also conveyed by putting a horizontal row of dots under the crossed-out passage.

MS. = manuscript; MSS. = manuscripts.

(Note—M.S. = Master of Surgery).

Mem. = memorandum. PS. = postscript.

8vo = octavo; 4to = quarto (that is, the whole sheet of paper as issued from the paper mill divided into eight or four, respectively. The half of a whole sheet is called Folio).

Rom. = (put into) Roman type.

ital. = (put into) italic type.

w.f. = wrong fount.

l.c. = lower case. (This is also used to signify "in the place cited," referring to the source of a quotation.)

s.c. = small capitals; caps. = capitals.

trs. = transpose.

^ (This mark is called a caret—distinguish carefully from carat and carrot) = insert.

rm. = ream = 20 quires (ordinarily).

qr. = quire = 24 sheets „

cf. or cp. = compare.

q.v. = (Latin *quod vide*) = which see.

et seq. = (Latin *et sequitur*) = and the following.

et sqq. = and those that follow.

e.g. (Latin *exempli gratia*) = by way of example.

Par. = paragraph.

etc. (Latin *et cetera*) = and the others.

i.e. (Latin *id est*) = that is.

Ib. (Latin *ibidem*) = in the same place.

Id. (Latin *idem*) = the same.

EXAMINATION QUESTIONS AND ANSWERS

Re-write the following quotation with correct spelling, punctuation, etc.—“In a naiboring kounti thair iz a smaull birch wood which borderz a roed on which thair iz much trafik heer thi stream ov veeiklz and pasenjerz is neerli kontinyoous and thi wood aboundz with nietingailz in thi spring on wun fien morning ie kountid ait birdz singing at wuns thai had bikum soe akustumd too paaserz-bie that thai took noe noetis unles purpusli disturbd.”

(Incorporated Society of Accountants and Auditors.)

Answer—

In a neighbouring county there is a small birch wood which borders a road on which there is much traffic. Here the stream of vehicles and passengers is nearly continuous; and the wood abounds with nightingales in the spring. On one fine morning I counted eight birds singing at once: they had become so accustomed to passers-by that they took no notice unless purposely disturbed.

Write short passages showing that you can use the following words correctly and intelligently—*shameless* and *shameful*; *literal* and *littoral*; *benevolence* and *beneficence*; *decay*, *decade*, and *decadence*; *fain*, *fane*, *feign*; *invention* and *discovery*; *judicious* and *judicial*; *quest* and *bequest*. (R.S.A.)

Answer—

While he was dancing King David seemed to be quite *shameless*.

His wife regarded it as a *shameful* incident.

It is useless talking ironically to a fellow who puts a *literal* construction on your words.

It is not always pleasant to live near a *littoral*.

Mr. Casby in “Little Dorrit” had the appearance of *benevolence*, but never performed any act of *beneficence*.

Decay is not entirely a process of death.

The second *decade* of the twentieth century was marked by universal upheaval.

What seems a period of *decadence* may be only the birth of a forward movement.

He would *fain* rise but that he feared to fall.

The student was conversing enthusiastically about the ancient *fane*.

"This is the ship of pearl which, poets *feign*,
Sails the unshadowed main." (O. W. Holmes.)

The Hanoverian period was the age of technical *invention*, the Tudor and Stuart periods were the age of *discovery*.

It is hardly *judicious* to wear a flaming red tie when interviewing a prospective employer.

The little girl considered the problem with quite a *judicial* air.

Diogenes is said to have gone out in the daytime with a lighted lantern in *quest* of an honest man.

The family Bible is included in the *bequest*.

REMARKS. As the type of question just answered is very common and provides a good means of training both the literary and the imaginative faculties, it is well to analyse the above reply—particularly so because candidates are apt to rush to the answer of such questions under the false impression that they are easy.

(a) Questions of this character are not necessarily hard, but they are very much harder than they look and they take much longer time to answer than might be supposed.

(b) A large proportion of the replies received have very little value because the sentences fail to bring out the essential meanings of the words mentioned in the question. For instance, "He was a shameless man" and "It was a shameful action" would earn no marks: they do not show that the writer understood the meaning of the adjectives.

(c) Many candidates fail to gain marks because their replies are not sentences at all.

(d) The sentences need not be long, but they must be adequate.

(e) An easy way of showing the examiner that the words can be used correctly is to link them up with some circumstance that is likely to be well known to him. This can be done by reference to (1) History, as above in relation to the words "shameless," "decade," "invention," and "quest"; or (2) Literature, as above in relation to the words "benevolence," "fain," and "feign."

The question is worded in such a way as to suggest that a few apt quotations would be quite permissible in the answer; it says "write short passages" not "compose short passages." The author, in marking this answer, would prefer to read a suitable quotation from a good author than a sentence of fair quality composed by the candidate himself—the former reveals an assimilation of good literature in addition to

knowledge of the correct application of the word in question. The sentence given for the word "fain" is modelled on the message sent by Walter Raleigh to Queen Elizabeth—

Fain would I climb, but that I fear to fall.

Scott—*Kenilworth*.

This quotation could have been given for the answer, but the author wished to give an instance of framing a sentence upon a quotation. It is convenient to be able thus to use quotations as the basis for a sentence, because the quotation might not contain the exact word that is to be illustrated. For example, in connection with "feign" one might have recollected the phrase from *As You Like It*, "Most friendship is feigning, most loving mere folly." This contains the word *feigning*, but it is the word *feign* that is wanted, and this can be easily welded into a sentence based on the passage cited, e.g.—

Those who feign friendship turn love into folly.

(f) The student should not guess at meanings which he really does not know; for if he guesses badly he casts doubt upon the genuineness of his other replies. Let him, however, bring some discernment to the work. If, for example, he fails to recall what is meant by *littoral* but has a vague recollection that the word had some sort of connection with geography he can answer the question quite suitably by the exercise of a little perspicacity. He could say—

In the geography lesson, Mr. Jones asked Tom the meaning of the word "littoral," and Tom answered that it was something to do with a *litter*!

State clearly the meaning and the origin of the following expressions—A herculean task; as rich as Croesus; a martial bearing; a Lilliputian creature; the Benjamin of the family.

(R.S.A.)

Answer—

Hercules was a legendary Greek hero, who, in order to be purified from guilt, was ordered by the Delphic oracle to perform the extraordinary tasks imposed upon him by Eurystheus. Hence "a herculean task" is a task of extraordinary difficulty.

Croesus was a king of Lydia, who extended his sway over the Greek colonies in Asia, and was very rich: "as rich as Croesus" is simply a reference to great wealth.

Mars was the Greek god of war. *Martial bearing* means a warlike attitude or aspect.

Dean Swift wrote *A Voyage to Lilliput*, depicting the people

there as exceedingly small. *Lilliputian* is now used as a diminutive.

Benjamin was the old man Jacob's youngest child and favourite. "The Benjamin of the family" means the favourite.

(1) Correct the following sentences, and give reasons for any alterations you make—

- (a) He only enjoys a holiday once a year.
- (b) I answered more questions than him.
- (c) Man wanted for milking cows with some experience.
- (d) He wrote to me a letter some days ago which greatly aggravated me.

(2) Distinguish clearly between complimentary and complementary; notable and notorious; ordnance and ordinance. (R.S.A.)

Answer—

(1) (a) Rule of proximity violated. It is not the enjoyment which should be limited, but the frequency of opportunity for it; therefore "only" should precede "once."

Corrected sentence— He enjoys a holiday only once a year.

(b) "Than" is a conjunction, but is treated in the given sentence as a preposition followed by the objective case.

Corrected Sentence— I answered more questions than he (answered).

(c) Rule of proximity violated: the experience is desired in connection with the man not the cows.

Corrected sentence— Man with some experience wanted for milking cows.

(d) There are two faults in this sentence—wrong order, and wrong diction: "aggravated" means made heavier.

Corrected sentence— Some days ago he wrote to me a letter which greatly annoyed me.

(2) *Complimentary* means *betokening respect or esteem*, as used in respect of a ticket given to the patron of a bazaar.

Complementary means *making up the number or amount*; a consignment of 30 bales sent to complete an order for 100 bales (i.e. 70 bales having already been dispatched) might be described as "complementary."

Notable means *worthy of note*; *notorious* means *popularly known to be an unworthy character*. Pitt was a notable statesman, Turpin a notorious robber.

Ordnance means *heavy artillery*; *ordnance* means an *order or rite*; the former is a military term, the latter mainly an ecclesiastical term.

REMARKS.—The student should note carefully the style adopted in these solutions, especially with regard to spacing and arrangement. When asked to correct, the full corrected sentence should be given ; when asked to distinguish, instances or illustrations should not be spared if they are needed to ensure a clear distinction.

On no account should the answers be cramped, for they have to be read—and assessed. The examinee can help the examiner very considerably by judicious underlining, clear setting out, and legible writing ; and in the long run the examiner will return this assistance albeit in a sub-conscious manner. What is still more valuable to the candidate, however, is that this method will be of direct benefit to himself, for there are important psychological consequences from physical stimuli : the mere fact of wishing and endeavouring to set out the work neatly and orderly will help the worker's ideas to flow in a well-controlled stream, and the sight of the orderly arrangement on the paper will reinforce that same tendency which was set in motion by wish and effort.

PROGRESS QUESTIONS

Summarize the uses of punctuation.

What is the purpose of the paragraph ?

What is the effect of redundancy ?

What are the qualities of a good business correspondent ?

What points should be borne in mind in writing a business letter ?

Give synonyms for the following words— candid, absolute, definite, cogent, peremptory, imminent, disgust, disaster, stupid, cunning, poverty, courteous, obsequious, cheerful, poor, commence, imaginary.

Correct the following sentences, and give your reason for each correction—

- (a) "No one shall help me ; I will be drowned."
- (b) "I said that I will try again."
- (c) "The road would not look like the same without the trees."
- (d) "I do not know him like you do."
- (e) "The three first folios have never been found."
- (f) "Everyone of the Hussars were taken prisoners."
- (g) "Everyone can master a grief but those who have it."
- (h) "The girl was neither wise or reasonable to hastily accuse her friend."

- (i) "Each of the girls went to their separate rooms to rest and calm themselves."
 (j) "The bravoos attacked the merchants with their staffs."

Build sentences distinguishing between the meaning of—

- (a) assent—ascend.
 (b) principal—principle.
 (c) compliment—complement.
 (d) addition—edition.
 (e) affect—effect.
 (f) assistance—assistants. (L.C.C. Inst.)

EDUCTIVE QUESTIONS

1. Comment on the syntax of any *five* of the following sentences—

- (a) The report was quite different to what we expected.
 (b) Boys should tell the truth like Washington did.
 (c) She is the most interesting of all her sisters.
 (d) Every one thought of their own safety.
 (e) The whole facts must be considered.
 (f) Scarcely had he started than he turned back.
 (g) The Mercury has the largest circulation of any evening paper. (Matric.)

*2. Explain and, if possible, account for *four* of the following expressions—

- (a) He is an unlicked cub.
 (b) The result was after all but a Cadmean victory.
 (c) He set out to plough his lonely furrow.
 (d) Throughout the affair his conduct was Quixotic.
 (e) We have had enough of these *Jeremiads*.
 (f) His works are full of the true *Attic salt*. (Matric.)

PASSAGES FOR EXPLANATION

3. Explain clearly, with any relevant comments, the sense of any *five* of the following passages—

(a) Little do men perceive what solitude is, and how far it extendeth. For a crowd is not company, and faces are but a gallery of pictures, and talk but a *tinkling cymbal*, where there is no love.

(b) He that hath wife and children hath given hostages to fortune: for they are impediments to great enterprises, either of virtue or mischief.

(c) In lapidary inscriptions a man is not upon oath.

(d) This world is a comedy to those that think, a tragedy to those who feel.

(e) I cannot praise a fugitive and cloistered virtue, unexercised and unbreathed, that never sallies out and sees her adversary, but slinks out of the race where that immortal garland is to be run for, not without dust and heat.

(f) I do not know the method of drawing up an indictment against a whole people.

(g) Memory is like a purse : if it be overfull that it cannot shut, all will drop out of it. Take heed of a gluttonous curiosity to feed on many things, lest the greediness of the appetite of thy memory spoil the digestion thereof.

(h) Some are born great, some achieve greatness, and some have greatness thrust upon them.

(Matric.)

4. Reconstruct the paragraph below, replacing the words "get" or "got" by a more suitable word or phrase—

It seemed impossible to *get* out of the maze of streets ; I could not *get* any one to show me the way home and it was *getting* darker every minute. I drew out my watch : as I did so a rough looking man approached and asked me what I had *got*. "*Get* out," I said, "else I shall *get* a policeman." I moved on, but it was difficult to *get* rid of the man. I broke into a run, hoping to *get* to a place of safety. (L.C.C.I.)

CHAPTER V

STYLE

THE success of any organization, whether that of a government or of a small retail shop, depends largely upon the adoption of correct style.

The head of an office rings his bell furiously, and the lady typist rushes in from the outer office. "Tell Smith I want him" blurts out the head, and in so doing betrays his own business. Organization is nothing more nor less than a term expressing harmony of relations. Smith is the managing clerk; if he is to manage well he must impel respect from his inferiors, not by force or bullying but by sheer loftiness of personality. The chief, however, who should be the first to uphold his manager's authority, deliberately depresses the goodwill of his own business by sending out the above message. That message may, or may not, become refined in the course of its transmission, but the tendency of such a message is to lower the prestige of both chief and manager in the mind of the typist. The further chances are decidedly that this lowering of estimation will be communicated, directly and/or indirectly, to the other members of the staff. Henceforth unless something happens to obliterate these adverse factors, orders will be carried out with less goodwill and with less alacrity.

If the message is brought to the managing clerk with anything like the uncouthness which characterized the original utterance of it, there is little probability that Smith will reach the inner office with his mind in its best state of business efficiency. Instead of thinking about business matters he will be thinking about personal matters, about his relations with the chief, with the typist, and with others who overheard the brusque message; his attitude towards life will be morbid, he will

be thinking about the past, wondering what he has done wrong, instead of facing the future with a calm and collected brain capable of wresting the full "sixty seconds' worth" from each "unforgiving minute."

Yet the man who is primarily responsible for Smith's reduced efficiency is precisely he who engaged Smith as a deputy in the belief that Smith was, and in the hope that Smith would be, efficient; the man who undermines Smith's authority is just he who gave Smith authority, who pays Smith a salary on the understanding and in the expectation that Smith possesses and will exercise authority.

In what absurd and expensive contradictions this display of temper has involved the chief!

Unpleasantness could have been avoided without recourse to Oriental imagery. The requirements of business efficiency would have been met had the message taken some simple form as, "Will you ask Mr. Smith to come in, please?"

Labour Trouble.

In October, 1919, the army reservists were mobilized and stationed at all the strategic points in this country, special constables were called up and detailed for patrol duties, lorries and vehicles of all kinds were requisitioned, and in general arrangements were made to deal with what was considered by many people to be the imminent possibility of civil war and to prevent, if possible, the starvation of huge masses of the people through the failure of the normal machinery of distribution. This was at the time of the railwaymen's strike.

It was alleged that this strike would not have occurred but for the misunderstanding of the one word "definitive."

The power of words has been well expressed in the following extract from an article in the *Journal of Education* (April, 1852).

By one single word, judiciously adapted, you may often bring numbers into perfect sympathy with you, who, without that one happy word, would have been excluded. By using one single word, your neighbour can show you whether he has seen your thought thoroughly, or whether you have been only arguing with him in vain. One single word may convulse, enrage, electrify an empire. One evasive, embarrassed, indistinct expression may cause ages of controversy. By the use of one moving and true epithet may a man show that he is a poet, far more than by scribbling reams of faultless but soulless verse. You try to indoctrinate a friend or a disciple ; you fail, you change your form of exposition, you endeavour to dispose your lights differently, till at last the use of some single term, brings you to a mutual understanding. According as you possess in the highest or the lowest measure the power of which we are speaking will you resemble the parrot who speaks what he has heard, what he can mock, without any power of re-arrangement ; or the angelic intelligence, who lets, with a blaze of light, soul in upon soul. Considering power, irrespective of goodness, there is no greater difference between man and man than that which depends upon the proportion of this faculty. Not even one educated man in twenty is " heir even to half his mother tongue." How many would start at this assertion ! Read Shakespeare carefully and learn, and own your poverty, which you will never do so long as you are pleased and satisfied with your pet words, and your phrasing. This is not said from any desire of going out of the way to praise Shakespeare, but as a mere dry direction.

Verbosity.

The cultivation of a large vocabulary is desirable because the ability to use a large number of expressions gives the possessor such a wide range of choice that he can vary his style according to the occasion, just as a doctor's expressions when addressing a meeting of the British Medical Association are entirely different from those he uses at the bedside of a patient.

All good art depends upon contrast ; and contrast is attained by restraint. Many a style, otherwise good, is vitiated by the author's verbal prodigality. This is illustrated in the following passage by Dr. Johnson (in No. 51 of *The Idler*)—

It has been commonly remarked that eminent men are least eminent at home, that bright characters lose much of their splendour at a nearer view, and many who fill the world with their fame, excite very little reverence among those that surround them in their domestic privacies,

This sentence contains one idea, but that idea is expressed three times—which is all the more an outrage because that idea “has been commonly remarked.”

Tautology.

Where the purposeless repetition relates to only one or two words in the sentence, the fault is usually called tautology.

Example. I can detect no appreciable difference between the two colours.

Appreciable means *that may be estimated or determined*, i.e. detectable, so that the sentence really means I can detect no detectable difference between the two colours: one might as well say, I cannot see what cannot be seen. For the ordinary purposes of life there is nothing to be gained by thus labouring the obvious (although this is unfortunately frequently necessary in philosophy). To correct the example given, either the term “appreciable” should be omitted or “I can detect” should be replaced by “There is.”

Contradictions.

Sometimes redundant (i.e. superfluous or unnecessary) words cause an effect entirely contradictory of what was intended.

Example. The WORLD'S WINTER FOODS are the finest selected new crop cereals, superior to many of the low class goods offered elsewhere.

It is indeed refreshing to find an advertisement couched in such modest terms; but it is most unlikely that the advertiser was so overflowing in candour as to intend to imply, as he unquestionably does, that there are some low class goods offered elsewhere to which his own goods are not superior. The words “low class” should be omitted.

Example. He was most punctilious in performing the smallest duties attaching to his post.

Possibly this sentence is correct as it stands ; in that case it means simply that he was most exact in performing the smallest duties, but how he acted with regard to the larger duties is not revealed. In all probability, however, the framer of the sentence meant that he was most exact in performing all his duties, even the smallest : and he would have said what he meant had he omitted the word " smallest," or had he inserted " even " after " performing."

Example. The boy was dismissed because he was negligent in the performance of his duties.

This provides another instance of how a sentence may be strengthened by reducing it. It is altogether contradictory to say that the boy was negligent in performing his duties ; where he was negligent was in not performing them. Negligent means apt or accustomed to omit what ought to be done. The sentence as given says that the boy omitted to do what he did do : this contradiction is avoided by deleting " the performance of."

Undesirable Repetition occurs, apart from verbosity, when words, phrases, or modes of expression are used with monotonous frequency. A quotation from Mr. Rooth, the magistrate, provides an instance of this—

Your right course in these circumstances was for you to tender an apology through this court to the public for your contempt for their respect for those who died for them and for their country.

The word " for " is used six times in that sentence : one may be pardoned for believing that Mr. Rooth had " foursome " on his mind !

Pomposity.

There is no need to turn to former times for illustrations of inflated writing. The subjoined passage from *The Age of Innocence*, by Edith Wharton, shows what is meant.

The immense accretion of flesh which had descended on Mrs. Manson Mingott in middle life like a flood of lava on a doomed city, had changed her from a plump, active little woman with a neatly turned foot and ankle into something as vast and august

as a natural phenomenon. She had accepted this submergence as philosophically as all her other trials, and now, in extreme old age, was rewarded by presenting to her mirror an almost unwrinkled expanse of firm pink and white flesh, in the centre of which the traces of a small face survived as if awaiting excavation. A flight of smooth double chins led down to the dizzy depths of a still-snowy bosom veiled in snowy muslins; and around and below, wave after wave of black silk surged away over the edges of a capacious armchair, with two tiny white hands poised like gulls on the surface of the billows.

“C.J.A.” in the *Daily News* showed how even such a simple sentence as “Look before you leap” may be made to look imposing. This is his rendering of the proverb—

Your immediate environment submit to circumspection,
Ere you alter your locality by muscular projection.

Pedantry.

This is pomposity carried to a worse stage: the pedantic writer is not only puffed up, but is imbued with an ever-present and pressing sense of a mission to inform the world. Edward Harwood has achieved distinction in this sphere. He took it upon himself to render the New Testament into modern English, and this is how he modernizes “Master, let us build here three tabernacles”—

Oh, sir! What a delectable residence we might fix here.

This fault is committed when technical or foreign phrases are used in a non-technical or uncultured circle. Dr. Arbuthnot has pilloried this style in his *Essay upon an Apothecary*—

They dressed all their discourse in the language of the faculty; at meals they distributed their wine with a little lymph, dissected a widgeon, coholated their peas porridge, and amalgamated a custard . . . eating was mastication and deglutition . . . In dress, a suit of clothes was a system, a loophole a valve, and a sur-tout an integument; cloth was a texture of fibres spread into a drab or kersey; a small rent in it was cutaneous; a thread was a filament, and the waistband of the breeches the peritoneum.

Coleridge traces accurately the mainspring of this error—

The source of bad writing is the desire to be something more than men of sense; the straining to be thought a genius; and it is just the same in speech-making: if men would only say what they have to say in plain terms, how much more eloquent would they be!

Slang and Tepidity.

It is possible, however, for the advice of simplicity to defeat its own end : over-simplicity is under-refinement. In the endeavour to escape from technicalities and to confine themselves to homely expressions many persons become banal and vapid, and that is a much worse style : for in the technical style there is some good to be observingly distilled out by those who understand the terms, but there is no good in airy nothings. It is well to understand that one may use simple words without making it a simple thing to grasp the thoughts which they crystallize. The reader is invited to consider the following passage from Professor Moore's excellent little book on *Ethics*—

One of the chief differences between the views which have been held with regard to the meaning of " good " and " bad," and those which have been held with regard to the meaning of " right " and " wrong," is that in the former case it has been very often held that what we mean by calling a thing " good " is that it is *desired*, or desired in some particular way ; and this attitude of " desire " is one that I did not mention in the case of " right " and " wrong," because, so far as I know, nobody has ever held that to call an action " right " is the same thing as to say that it is desired.

The words here are wonderfully simple, but it can hardly be claimed that the ideas are simple to grasp.

As a matter of fact, the common contention that the lower classes cannot understand " big words " is quite erroneous. If one gives heed to their conversation one remarks in it quite a large number of polysyllables. During recent years they have learnt and have used quite freely such lengthy words as, *munitions*, *volunteers*, *territorials*, *vaccination*, *Carpentier*, *maintenance*. The truth of the matter was uttered by Dr. Johnson in No. 70 of *The Idler*—

Difference of thoughts will produce difference of language. He that thinks with more extent than another will want words of larger meaning ; he that thinks with more subtlety will seek for terms of more nice discrimination ; and where is the wonder, since words are but the images of things, that he who never knew the original should not know the copies ? * * * * * That the vulgar express their thoughts clearly is far from true ; and what perspicuity

can be found in them proceeds, not from the easiness of their language, but from the shallowness of their thoughts. He that sees a building as a common spectator contents himself with relating that it is great or little, mean or splendid, lofty or low ; all these words are intelligible and common, but they convey no distinct or limited ideas. If he attempts, without the term of architecture, to delineate the parts, or enumerate the ornaments, his narration at once becomes unintelligible.

The reader must learn to reconcile this view with that from Coleridge given above : that reconciliation will be found on these lines—a man with a complex thought to convey must not affect to be simple, and the man with a simple thought to express must not affect to be complex.

Slang is to some extent due to the failure to appreciate these truths ; that is to say, it is partly due to an effort to avoid pedantry or the accusation of being pedantic. Other factors in its causation and diffusion are a mistaken sense of humour and habit. It has given rise in America to some very curious literary pathology, of which an example is now offered with the warning that it was not intended by its author as a specimen of humour—

Do your letters leak ? Do they spill all over the office in which they are received and necessitate a psychological O-Cedar-Mopping before they germinate a gist ? To switch the simile, do your letters make the business office an indecent place to live and have your being in ? Are you doing your pestiferous bit to make your commercial letterspence unsafe for the transaction of business in a democracy ?

It is strange that such a product should come from a nation founded upon Puritanism.

Impropriety occurs when words or phrases are used incorrectly or inappropriately, e.g.—

In the case of boys and youths there is apt to be unreasonable variation in the commencing rate of pay without some definite scale is adopted. Elbourne—*Factory Administration and Accounts*.

“Without” is incorrect ; it excludes everything, whereas a word is needed which will exclude everything except “some definite scale.” That word is *unless*. The author

again shows a curious reluctance to employ that word in the following passage from the same book—

The Conciliation Boards that are in operation in various trades in various parts of the country, while obviously dependent on the men keeping faith, can, none the less, have small success except all employers in each trade combine effectively. (p. 90.)

This time the author has used "except" instead of "unless."

"My Vagabondage" supplies two instances of incorrect diction—

(a) These features of the scene impressed themselves on my mind less any help from me, all my attention being instantly absorbed by the Turk.

"Less" should be replaced by "without." The use of the term "absorbed by" is questionable: the writer's attention was absorbed *in* contemplation of the Turk, hence it would be better to say "directed to" or "concentrated upon."

(b) Nor were there any penalties to pay for all this unbridled freedom,—only when the head of the household happened to rouse up from his wide and general reading, his closer study of Culpepper's "Compleat Herbalist"—in the universal qualities of which he was a profound believer—and from the excess of time that he gave to his occupation.

This is a very faulty passage, providing an excellent instance of what to avoid. It is open to four criticisms—

1. "Only" is used incorrectly for "except"; this is a rather common error.

2. "Wide and general" is a tautological phrase: if the reading was "wide" it must be "general," and vice versa.

3. The frequent use of the parenthetical dash is deplored by the best authorities.

4. The whole passage is too involved, and the last clause, which is subordinate in form, is not grammatically related to any principal clause.

Sometimes the critic shoots wide of the mark, and so provides unintentionally a target for others to aim at, as

in the following criticism from Mrs. Alice Meynell's book entitled, *The Second Person Singular and Other Essays*—

Whose is the confusion of speech that cannot give the word "same" its proper completion, but saddles it with a relative pronoun? Gibbon's: "The Western countries were civilized by the same hands which subdued them." "The hands which subdued them" would be correct, and certainly more majestic.

The suggested amendment is certainly less forceful than the original, and obscures the point which Gibbon made; but the sentence is improved and its emphasis retained by substituting "very" for "same."

Confusion of words is the cause of many errors.

Councillor Tiffen eulogized the need for increased support being given to the League of Nations.

"Eulogized" is here used incorrectly instead of "emphasized."

Women are apt to write long letters—but however long—there is always a proscription.

The last word should of course be "postscript"! The next five examples have been taken from a list of school-boy "howlers" collected by the "University Correspondent." The incorrect words have been italicized, and the correct words have been placed in parentheses.

The death of Julius Caesar was foretold by a shower of *metaphors*. (meteors.)

I could not go because I had an *affectionate* disease. (infectious.)

There are many *eligible* fish in the North Sea. (edible.)

To find the area of the walls of a room you take the *barometer* and multiply by the height. (perimeter).

Glaciers spread a *murrain* over the land. (moraine.)

In the two instances next to be considered the incorrect diction is much less obvious.

The change in his conduct showed that he had received a salutary lesson.

Now the fact that a person has been given a useful lesson does not necessarily reveal itself in conduct, otherwise the task of the educator and of the moral reformer would be much simpler than is the case. What was meant to

be conveyed was that in this fortunate instance a lesson had had a salutary effect: one may reasonably assume that the absence of such an effect on previous occasions was not because the lessons given were not salutary. Therefore the sentence should read—

The change in his conduct showed that the lesson had had a salutary effect.

The next instance is not quite so difficult, provided the meaning of the word “transitory” is clearly comprehended—

It is to be hoped that the present conditions of economic depression will prove only transitory.

All conditions are transitory; they cannot remain fixed in relation to time. The phrase that is so frequently uttered with marked chestiness, “This is an age of transition,” betrays a clumsy endeavour to confer an element of particularism upon what is universal. In the given sentence the word “temporary” would have been better. The essential meaning of “transitory” is brought out in the sentence—

Among some nations peace means nothing more than the transitory preparation for further war.

Inappropriateness.

This fault may be incurred even when the sentence used is technically and grammatically correct. This may be illustrated by the epitaph of a missionary—

Sacred to the memory of the Rev. David Zelus, who, after twenty years of unremitting labour as a missionary, was accidentally shot by his steward.

“Well done thou good and faithful servant.”

That was an unfortunate juxtaposition, but the following extract from the *Bexley Heath Observer* (22nd December, 1922) shows what can be done in this direction—

The members of the Social Club (women and girls) of the Bexley Heath Laundry held another successful carnival dance on 8th December, at the Congregational Lecture Hall. About 90 were

present. A novel feature was that the members and their friends each brought a toy, leaving it as a Christmas present for a child. These were dispatched on Tuesday, 19th December, to the Isolation Hospital, Bexley Heath. Mr. W. D. Pitt had charge of the funeral arrangements.

One can only suppose that the last sentence got in through the over-zealousness of a compositor who was anxious that Mr. Pitt (quite an appropriate name) should receive the utmost value for his advertising expenses: but that affords no excuse whatever for the ambiguity of the pronoun "these" at the beginning of the previous sentence, which makes it look as if the children were dispatched.

One can find no grammatical error in the following extract from a judge's summing-up, but it was obviously not the most appropriate form of expression—

If the plaintiff was telling the truth, he had only himself to blame.

A statement of this kind is said to be equivocal, as it can be understood in more than one way: thus "the audience applauded at the end of the address" might be taken to mean that the audience was glad that the speaker had finished.

The lesson to be learned from these examples is that one must ensure coherence in writing, and bear in mind the point of view of the reader as well as that of the writer.

DOUBLE NEGATIVES are a frequent cause of error.

Mr. Smith, like a fatherly hen, hovered over all, satisfying himself that nothing had been omitted that could detract from their comfort.

This says just the opposite of what was (presumably) intended. The *Morning Post* reports this conversation—

In the Bayswater bus. Jane (speaking): "I want you to forget, Mary, that I told you I didn't mean what I said about not taking back my refusal to change my mind. I was mistaken in the first place."

An understanding of the rudiments of English grammar should preserve one from such mistakes in syntax, including those of double comparatives and superlatives. Continual vigilance must, however, be exercised. Even Mr.

and Mrs. Webb in their *History of Liquor Licensing* (page 92) fall into the double comparative—

To the enlightened members of Parliament of 1816-30, it seemed a matter of mere logical inference, from necessary axioms that the more limited the competition of sellers, the worse conducted would be the business, the less would be the accommodation afforded to the public, the higher would be the price, and the more inferior would be the quality.

The solecism is in the last clause.

False Concord.

This has already been dealt with but mistakes in the use of *should* and *would* are so common that two more examples are given in order to sharpen the critical attitude towards these auxiliaries.

The lines laid down for arriving with some accuracy at the true cost of the individual castings and forgings should furnish figures from which to settle profitable selling prices, if the product should be sold unmachined.

Elbourne, loc. cit., p. 336.

Correct by omitting the second "should."

So far from the poet's muse not being hampered by the traditions of an artificial school of verse, the danger was, indeed, at first that the poet should fall too much under the influence of that artificial school of verse; that he should become merely a mirror reflecting the French tradition in vogue at court; that he would simply be content to depend on French models, repeating all their ideas and modes of expression.

Dr. Oakesmith—*Race and Nationality*.

Here there is not only error but also inconsistency: in the three final clauses "should" is used twice and "would" for the third. "Would" should have been used in each case.

Mixed Metaphors are responsible for much absurd writing.

Literally, metaphor means transference or carrying over. It is used to describe that kind of expression which, on the ground of some slight resemblance, ascribes to one object the qualities possessed by another object. E.g.

The lion reigns in the forest : this figure of speech is based upon the resemblance between a lion and a king as provokers of fear.

A Simile simply draws attention to the resemblance between two objects. Hence metaphors, which are never literally true, can always be expanded into similes which are true. Expanding the above metaphor one gets, As a king commands the respect of his subjects so a lion compels the other denizens of the forest to keep at a distance.

Much beauty and vividness is added to style by the apt employment of these figures, but when the figures are mixed absurdity results, as in this unfortunate criticism from *The Tatler*—

Many Labour speakers in their desire to make their orations as forceful as possible have been known to coin some very sparkling gems in the way of mixed metaphors.

The critic has fallen into the error which he was condemning, for one does not coin gems.

A metaphor is not good if the ascribed relation is incongruous, and on that account the following passage by Mr. G. Holt Thomas in the *Sunday Times* must be condemned—

Sir Samuel Hoare's scheme comprises, in my opinion, the first really practical proposition for putting British civil aviation on its feet.

The association of aviation with picking up a man and putting him on his feet is not at all happy.

Writers and speakers often go astray through working out their metaphors to too fine a point. Thus Curran—

You are standing on the scanty isthmus that divides the great ocean of duration ; on the one side, of the past, on the other, of the future : a ground which, while you yet hear me, is washed from beneath your feet.

This would have been a very fine figure had the last clause been omitted ; as it is, it strains our credulity too much to think that we can still hear Curran after we have fallen into the ocean of duration ; it is probable, however, that

the metaphor made a great impression on those who listened to its original utterance.

A young preacher conceived the following powerful figure—

My brethren, such a man as I have described is like the captain of a crewless vessel on a shoreless sea.

Unfortunately for him, he did not leave the figure in that flawless condition, but went on—

Happy would such a man be to bring his men to land.

These examples illustrate the extreme need for care and restraint when using figures of speech: used aright, they will convert prose to poetry, used in error, they will turn poetry to ridicule.

AMBIGUITY usually arises through an endeavour to load a sentence with more ideas than it will hold, thus giving rise to unrelated participles and ambiguous pronouns.

I confess to having felt irritated, not to say disgusted, when, as I was fated to listen to some time ago, a well-fed and well-groomed individual—he was a cleric, too, by the way—contributed his share to a discussion on the social problem by the statement that it was a question of over-population.

C. J. Melrose—*The Data of Economics*.

The chief entanglement there is caused through the phrase “as I was fated to listen to some time ago”: omit that, and it is possible to make sense of the remainder.

The magic of the prim room seemed to compel geometry in attitudes. It possessed the one fender on which I had never put my boots, and I had never smoked in it.

W. L. George—*The Making of an Englishman*.

The ambiguity of the final pronoun causes the impression that credit is being claimed for not having smoked in a fender!

We don't want to produce more fuel just now, but much less; and to use what we get for cooking and warming ourselves, instead of for running from place to place.

Ruskin—*Munera Pulveris*.

The omission of “for” before “warming” makes it appear that Ruskin was advocating cannibalism.

The workmen on the ground floor saw Lady Kitty come down stairs, and go through the drawing-room window into the garden.
Mrs. Humphrey Ward—*The Marriage of William Ashe*.

This passage calls up undesirable questionings as to what is really meant; these are quite avoided by omitting “through the drawing-room window.”

The subject of style will be concluded in the next chapter.

VOCABULARY

Further Negative Prefixes—

*Mis*applied, mistrust, mislead, misunderstand, mistake, misdeed, misadventure, misinform, mismanagement, miscalculation, misuse, misfortune, misshapen, misapprehension, misinterpret, mishap.

Nonsense, nonage, nonconformist, non-metallic, non-existent, non-conductor.

Irregular, irreparable, irrelevant, irreconcilable, irrefutable, irredeemable, irresolute.

Ignoble.

De is used to convey a negative meaning, with the additional implication that the quality denied of the object was previously resident in it—denatured, demented, depopulated, demerit, defame.

Further Words of Like Sound—

Story—a tale or narrative.

Storey—the floor of a building.

Mustard—the condiment used with beef.

Mustered—called together, congregated.

Chews—necessary for mastication.

Choose—select, decide, determine.

Profit—what all merchants hope to make.

Prophet—without honour in his own country.

Bail—(1) surety for another person's good behaviour or for his reappearance at court, (2) a necessary accompaniment of stumps in cricket,

Bale—(1) misery, (2) a package or to pack, (3) to ladle out

Stationary—still, immovable, fixed.

Stationery—writing paper, etc,

PROGRESS QUESTIONS

Reconstruct the following sentences, in which the words are printed out of their proper order. Correct any faulty spelling—

(a) Forcing the little bushes through their thick difficulty in the girls had great way.

(b) The dense houses were streets with burning from the neighboring smoke.

(c) Around the hill of the country obtains a magnificent summit from the view of all one.

Give the plurals of : Fly, potato, grotto, knife, fife, shelf, sheep, storey, father-in-law.

Give the word opposite in gender to the following : Spinster, wizard, count, ram, goose, monk, traitor, man-servant, bride, peacock.

Correct the following sentences—

(a) This pen is different to that.

(b) He gave his fleet the signal.

(c) The Amazon is a more longer river than the Thames.

(d) The Doctor give his patient some medicine.

(e) He lied on the bed.

(f) The boy has broke the window.

(g) The birds sing sweet.

(h) I cannot write no more now.

(i) Jack is the tallest of the two brothers.

(j) Neither of the three boys has passed.

EDUCTIVE QUESTIONS

*1. Express the meanings of the following sentences in simpler language—

(a) His orthography is susceptible of improvement.

(b) The multiplicity of samples we have in stock precludes any possibility of our not being able to meet your requirements.

(c) Continual vigilance is imperative if these tendencies are to be repressed.

(d) These ideas are by no means new, and their recrudescence is hardly calculated to influence the development of events. (R.S.A.)

2. Construct short passages showing that you know the meaning of the following words and expressions and can use them correctly—*monotheism, amnesty, mêlée, metallurgy, the near East, entente cordiale, palaeolithic man, extension of the suffrage, policy of the open door, seismic disturbance, territorial waters, Polar explorations.* (R.S.A.)

*3. Point out and correct *any* errors that you see in the following sentences—

- (a) The food was lovely, but the servants waiting was bad.
- (b) I questioned them separately and severely, but could get no answer but its alright.
- (c) The victim rung his hands, and screamed out at constant intervals in a very extacy of terror.
- (d) The schoolmaster said the assistant was unable to properly perform his school duties.
- (e) The two agreed that the peril was emminent but differed with each other as to means of escape.
- (f) His friend wrote him during the heat and advised him to lay prone in the ewe-tree's shade. (R.S.A.)

*4. Write a letter on the duty of " Carefulness " with regard to money, clothes, and time.

CHAPTER VI

STYLE (*concluded*)

OTHER matters of style now receive attention.

Rule of Proximity.

A large proportion of ambiguities arises through breach of the rule of proximity: this stipulates that qualifying words and phrases should be placed as near as possible to the words or phrases which are qualified. The correct place for qualifying words is immediately before the words which they qualify. That rule has not been observed in the following sentence—

These figures will probably only be of limited use in the case of the Iron Foundry and Smithy. (Elbourne, l.c. p. 337.)

The implication of this sentence as written is that the figures will only *be* of any actual utility in the Foundry and Smithy, although they will *seem* to be of utility in other parts of the works. What was meant to be conveyed, however, was that so far as the Foundry and Smithy are concerned the figures will be of only limited utility, and that meaning is expressed by putting “only” immediately before “limited.”

A sentence may contain several qualifications, and in such a case their distribution must be determined by considerations of sense and symmetry.

The spiritual instructress of her girlhood remained Elizabeth Lytton's life-long friend; nor did Edward Bulwer-Lytton ever make light of the religious instruction received by him as a consequence of this friendship at his mother's knee.

T. H. S. Escott: *Edward Bulwer*.

This makes it appear that the friendship was “at his mother's knee,” whereas it was the instruction which was received “at his mother's knee”: that phrase should therefore be inserted after “him.”

The more involved a sentence is, the greater the difficulty of ensuring correct order for all its words and phrases ; and even when correct order is achieved, the reader's attention is unduly strained to comprehend the meaning.

Mr. T. G. Baynes, the Clerk to the Council, was not present owing to indisposition, and though his illness is not directly attributable to his experience last week, it is thought to have been a contributory cause.

His illness is thus made a contributory cause of his illness !

High overhead, looking down from the verge of the cliff, of which it seems a part, into the glassy blackness below, is the castle.

Katherine S. Macquoid : *In the Ardennes*.

The staccato construction of this sentence is unsound, and it is not surprising to find that such a stylist perpetrated a " howler " in the same book—

He spent much time at Dinant, and became so attached to it that after his death he wished to be interred there.

The incongruity of making a corpse have wishes would have been escaped, without any sacrifice of sense, by omitting " after his death."

Here is another physical impossibility—

Lancashire born and bred while resident in Kent, Edward Owen Greening was in every way a national co-operative figure.

The Wheatsheaf.

Errors of this description are frequently to be found in advertisements and in the reports of meetings. This advertisement is rather startlingly frank—

WANTED by couple, no children, Furnished Bed-room, Sitting-room, scullery, use of bathroom ; Lewisham district.

Errors arising through the use of equivocal expressions have already been indicated in the previous chapter. The classical instance of equivocation is, " Have you left off beating your father ? " Another instance was provided recently by the president at a meeting of trade unionists—

Will the delegate give us his name before he attempts to speak ?

Ambiguity may be introduced into a statement by the omission or misuse of punctuation marks. The sentence "He preached and wrote books" may contain a sarcastic reference to the fact that his preaching was not very original; by inserting a comma after "preached" the doubt is removed.

Sheridan took advantage of his knowledge of punctuation to score off a Parliamentary opponent whom he had called a liar. When called upon to apologize he replied: "Mr. Speaker, I said the honourable Member was a liar it is true and I am sorry for it." His opponent said that this statement was not satisfactory. So Sheridan rejoined, "Sir, the honourable Member can interpret the terms of my statement according to his ability, and he can put punctuation marks where he pleases."

Conjunction plus Pronoun.

The employment of pronouns in combination with conjunctions demands great discrimination. This construction is permissible only when the pronoun has been used previously in the same sentence and when the relation to the antecedent is still unambiguous.

Example. It is possible that boys who have not reached a very high standard of attainment at the day school may wish to continue their education at evening institutes and for whom the above course is not suitable.

The last clause "and—suitable" is clearly out of place: it relates to the subject "boys" and would therefore have been in order after the word *school*; it is not in order after the predicate.

I have explained in the first of them what I understand by the word, giving it a much wider scope than was intended by those who originally used it to denote only that revival of classical antiquity in the fifteenth century which was but one of many results of a general excitement and enlightening of the human mind, and of which the great aim and achievements of what, as Christian art, is often falsely opposed to the Renaissance, were another result.

Walter Pater: *The Renaissance*.

This shows the correct employment of "and of which," but is in other respects not a sample of good style as it is too staccato and corseted.

Practical Criticism.

The reader has now received considerable practice in the critical examination and correction of written English. He should make sure that he has thoroughly grasped the principles which have been enunciated, and then he should apply them habitually in the course of his reading (particularly, his own literary efforts).

As an instance of the kind of practice that is useful, the following paragraph may be considered—

One thing, however, appears to be certain—that the charabanc has come to stay, and its increasing popularity as a means of pleasure and recreation should ensure for it a definite future. The added flow of insurance resulting therefrom should exercise a stabilizing influence on the business, and without a doubt the insurance companies will be prepared to supply all reasonable facilities that may be required.

CRITICISM: (1) The opening clause is weakened by the phrase *appears to be*. This and all such phrases as *I think*, *in my opinion*, and *I feel sure* may usually be omitted with considerable advantage. In this particular clause, the phrase *appears to be* should be replaced by *is*. Everyone knows that the author is expressing his own opinion, and, therefore, there is no need to add any modifying words to convey what is already known.

Alternatively, the junction of *appears* (*seems*, that is, there is an element of uncertainty) with *certain* is not quite happy, and it would, therefore, be better to re-write the clause—"It is probable that . . ."

2. The writer says the charabanc has come to stay, i.e. it has a future, and in the same sentence he says that it should have a *definite future*. That is pleonasm, or needless repetition. A similar fault occurs in *pleasure and recreation*, as recreation is a form of pleasure. The

whole sentence might be re-written as follows—"Its increasing popularity as a means of recreation foreshadows a successful future for the charabanc."

3. The next sentence is a faulty compound—faulty because there should be a definite logical connection between sentences that are combined. In this sentence, there are two distinct ideas: (a) That the increased volume of business will have a steadying influence; and (b) That insurance companies will offer all reasonable facilities.

4. The metaphorical term *flow*, which implies movement, is hardly consistent with the term *stabilizing*, which implies rest.

5. The second sentence may thus be reconstructed—"The insurance companies will doubtless furnish all reasonable facilities for developing this new source of premium income, and will thus eventually succeed in placing the business on a sound footing."

Model Self-Examination Exercise.

Assuming that the student has pursued the criticism (and construction) thus far, he might now go on to pose further problems to himself before leaving the matter. He might, for example, frame such a question as this: Using as a basis the sentences which have just been constructed, draft a circular letter to agents to introduce a new Charabanc Prospectus. The subjoined letter shows what might be done in that direction—

	The Ecumenical Insurance Co., Ltd.,
	Parate House,
Motor Dept.	Holborn,
Circular 22/41.	London, W.C.1.
	15th March, 19..

Dear Sir,

Charabanc Insurance.

In consequence of the increasing popularity of the charabanc as a means of recreative travel the Directors have prepared a new Table of Rates providing full insurance for the owner against the enhanced risks attaching to this bulky, swift vehicle with its large

load of precious human lives. An accident happening on the road to a fully-laden charabanc may only too easily be calamitous in its toll of human misery, and the resulting claims may amount to tens of thousands of pounds. Risks of this character are too far-reaching to be borne by any one individual or firm ; so that insurance against them is not merely advisable, it is essential.

I enclose copies of the prospectus, in which the scheme is fully detailed ; and I shall be glad if you will place these with considerable discretion as, although the directors are prepared to furnish all reasonable facilities to conform with individual circumstances, they do not wish to receive proposals from owners who fail to exert the utmost rigour in their selection of careful and sober drivers.

I look forward to seeing a steady stream of proposals from you in respect of this new table, and shall be happy to afford you any further information which is likely to conduce to that end.

Yours truly,

per pro.

The Ecumenical Insurance Co., Ltd.,
E. A. FLANDERS,
General Manager.

NOTE : Care should be taken to ensure accuracy in the details—the description of the company, an office file reference and the status of the official issuing the circular should be properly shown, and a general air of business ability imparted. In other words, the correspondence should read as if it were actually being dispatched from an insurance office, and not as if it were intended only for the occasion of an examination.

Examples of Good Style.

The instances given in the preceding pages have necessarily been on the whole of a negative character : although an effort has been made to give them a constructive application it is felt that the subject of style ought not to be left without affording the reader some specimens of styles which have met with the author's approval and admiration. In selecting these instances descriptions of the heroic have been sedulously avoided : in the first place, one cannot always live up to the pitch of the heroic, and also the greater part of commerce consists of routine ; in the second place, it does not necessarily take a skilled pen to make a stirring account of a mine disaster, but it is very good writing that can make an

interesting narrative out of a child's whistle as Benjamin Franklin does in the extract now given—

When I was a child, of seven years of age, my friends, on a holiday, filled my pockets with coppers. I went directly to a shop where they sold toys for children ; and, being charmed with the sound of a whistle, that I saw on the way in the hands of another boy, I voluntarily offered him all my money for it. I then came home, and went whistling all over the house, much pleased with my whistle, but disturbing all the family. My brothers, and sisters, and cousins, understanding the bargain I had made, told me I had given four times as much for it as it was worth. This put me in mind what good things I might have bought with the rest of the money ; and they laughed at me so much for my folly, that I cried with vexation, and the reflection gave me more chagrin than the whistle gave me pleasure.

This, however, was of use to me, the impression continuing on my mind ; so that often, when I was tempted to buy some unnecessary thing, I said to myself, " Don't give too much for the whistle " ; and so I saved my money.

As I grew up, and observed the actions of men, I met with many, very many, who gave too much for their whistle.

When I saw anyone too ambitious of court favours, sacrificing his time in attendance on levees, his repose, his liberty, his virtue, and perhaps his friends, I have said to myself, " This man gives too much for his whistle."

When I saw another fond of popularity, constantly employing himself in political bustles, neglecting his own affairs, and ruining them by that neglect : " He pays, indeed," said I, " too much for his whistle."

If I knew a miser, who gave up every kind of comfortable living, all the pleasure of doing good to others, all the esteem of his fellow-citizens, and the joys of benevolent friendship, for the sake of accumulating wealth ; " Poor man," said I, " you do indeed pay too much for your whistle."

If I saw one fond of fine clothes, fine furniture, fine equipages, all above his fortune, for which he contracts debts, and ends his career in prison : " Alas ! " said I, " he has paid dear, very dear, for his whistle."

In short, I conceived that a great part of the miseries of mankind were brought upon them by the false estimates they had made of the value of things, and by their giving too much for their whistles.

The next example is of a very different style, just as the object of the writing was very different. Franklin was, out of the funds of his experience, addressing a moral homily to the world at large : the next extract is from an informative article written for the cultured readers of *The Edinburgh Review*. What is especially remarkable

is that this excellent specimen of English was written by a Belgian, Emile Cammaerts.

It is often argued that the neglect of agriculture presents grave danger, because, in case of isolation, the people are no longer able to exchange the product of their industry for the food supply coming from abroad. Great attention was devoted to this problem during the blockade caused by the submarine campaign pursued against these islands. But there is another danger which has not been sufficiently emphasized. Mechanical work, on account of its monotony, provides by itself little attraction. The mechanical worker, apart from a few skilled men, labours for his pay, and strives naturally to obtain shorter hours and to increase his wage in order to derive from his spare time outside the workshop the satisfaction which he seldom finds within. The peasant, and especially the small owner, cannot consider things from the same point of view. His life is not regulated by clock-work, but by the seasons. His work is not monotonous, but varies every month of the year, at times even every day of the week. Every additional effort he makes increases his small capital, and, what is far more valuable to him, increases also the value of the patch of fields which he cultivates and which his sons will cultivate after his death. Under these conditions, there can be no question of regulating his day's work. It will be twelve or fourteen hours in summer, and four or six hours in winter, according to what is required. The guiding principle of his activity is "to do what has to be done," and he does it with a will. In a highly industrialized country, the peasants become thus the reserve of energy of the whole nation. They are also its reserve of health. A nation without peasants is not only exposed to starvation for want of food, it is also in danger of exhausting its physical strength.

It is remarkable that the same economic conditions which have increased the vulnerability of European countries and the destructive power of modern warfare, have also, in frequent cases, drained the country-side of its agricultural population and created the congested slums of industrial cities. They have thus increased the danger of ruin, and decreased the chances of repairing it.

A great part of the power of this passage lies in the dexterous use of antithesis, thus giving the argument a double strength. The last sentence in the quotation provides a good instance of this.

The remaining quotations in this chapter are (except the last) from novels. The first, from *Vanity Fair*, furnishes a good instance of literary banter.

What a dignity it gives an old lady, that balance at the banker's ! How tenderly we look at her faults, if she is a relative (and may every reader have a score of such) ; what a kind, good-natured old creature we find her ! How the junior partner of Hobbs and Dobbs leads her, smiling, to the carriage with the lozenge upon it,

and the fat wheezy coachman ! How, when she comes to pay us a visit, we generally find an opportunity to let our friends know her station in the world. We say (and with perfect truth) I wish I had Miss MacWhirter's signature to a cheque for five thousand pounds. She wouldn't miss it, says your wife. She is my aunt, say you, in an easy careless way when your friend asks if Miss MacWhirter is any relative ? Your wife is perpetually sending her little testimonies of affection ; your little girls work endless worsted baskets, cushions, and footstools for her. What a good fire there is in her room when she comes to pay you a visit ! The house during her stay assumes a festive, neat, warm, jovial, snug appearance, not visible at other seasons. You yourself, dear sir, forget to go to sleep after dinner, and find yourself all of a sudden (though you invariably lose) very fond of a rubber. What good dinners you have—game every day, Malmsey, Madeira, and no end of fish from London. Even the servants in the kitchen share in the general prosperity ; and, somehow, during the stay of Miss MacWhirter's fat coachman, the beer is grown much stronger, and the consumption of tea and sugar in the nursery (where her maid takes her meals) is not regarded in the least. Is it so, or is it not so ? I appeal to the middle classes. Ah, gracious powers ! I wish you would send me an old aunt—a maiden aunt—an aunt with a lozenge on her carriage, and a front of light coffee-coloured hair—how my children should work work-bags for her, and my Julia and I would make her comfortable ! Sweet, sweet vision ! Foolish, foolish dream !

Robert Hichens is the master of quaint similes and compelling description. The following three passages from his *Garden of Allah* disclose his penetrative power.

The Subtlety of the Orient. For the first time the mystery that coils like a great black serpent in the shining heart of the East startled and fascinated her, a mystery in which indifference and devotion mingle.

Description of a Garden. Gold flickered everywhere, weaving patterns of enchantment, quivering, vital patterns of burning beauty. Down the narrow, branching paths that led to inner mysteries the light ran in and out, peeping between the divided leaves of plants, gliding over the slippery edges of the palm branches, trembling airily where the papyrus bent its antique head, dancing among the big blades of sturdy grass that sprouted in tufts here and there, resting languidly upon the glistening magnolias that were besieged by somnolent bees. All the greens and all the golds of creation were surely met together in this profound retreat to prove the perfect harmony of earth with sun.

And now, growing accustomed to the pervading silence, Domini began to hear tiny sounds that broke it. They came from the trees and plants. The airs were always astir, helping the soft designs of Nature, loosening a leaf from its stem and bearing it to the sand, striking a berry from its place and causing it to drop at Domini's feet, giving a faded geranium petal the courage to leave its more vivid companions and resign itself to the loss of the place it could

no longer fill with beauty. Very delicate was the touch of the dying upon the yellow sand. It increased the sense of pervading mystery and made Domini more deeply conscious of the pulsing life of the garden.

Description of a Storm. The wind roared round the church, the narrow windows rattled, and the clouds of sand driven against them made a pattering as of fingers tapping frantically upon the glass. The buff-coloured curtains trembled, and the dusty pink ribands tied round the ropes of the chandeliers shook incessantly to and fro, as if striving to escape and to join the multitudes of torn and disfigured things that were swept through space by the breath of the storm. Beyond the windows, vaguely seen at moments through the clouds of sand, the outlines of the palm leaves wavered, descended, rose, darted from side to side, like hands of the demented.

The force of these passages rests in the exquisite propriety of the terms and similes.

The next two passages are from the same author's *Felix*.

Description of Chateaux. Felix loved the chateaux. Their beauties, fashioned by the pious dead, touched him strangely. Their gardens filled his heart with the sound of Time's footsteps. In one there was an old, uncovered well. He looked down into it, and saw water dripping from the edges of the stones, and these drops seemed to him like the tears of the things that remain for the men and women who must pass so quickly away.

Description of a Forest. Meanwhile calm nature was developing in the forest all round the two enthusiasts. The pale smile of little leaves ran over the faces of the trees. Among the mosses, damp with the tender dew of spring mornings, tiny flowers appeared, lifting cups of the softest colours toward the delicate skies that arch the youthful year. Blithe blades of grass pushed up in the shadowy glades and in the clearing before the tailor's house. In the nights delicious showers fell like benedictions, and the bright mornings brought with them a harvest of sunbeams which waked in all the birds the strong spirit of utterance. They sang on and on till it seemed as if only in silence could they ever know fatigue.

The final specimen is from *My Vagabondage* by J. E. Patterson. It should be specially encouraging to the student because, as the book explains, the author had no literary training whatever and indeed very little education of any kind. The quotation shows what can be done by determined plodding and ruthless self-criticism.

Description of the "Free-Lance" Journalist. But the "tramp" in journalistic London, and the "tramp" there on the high seas—how like to each other they are! It sometimes made me think that once a "tramp" always a "tramp." Besides, that likeness

is not merely a general one. Just as there are degrees of quality and of social position among the "tramps" of journalism, so are there among ocean wanderers. The literary nomad, who contributes only to high-class magazines and reviews, has his nautical parallel in the handsome clipper "windjammer." So, too, has the writer for a certain nameless class of penny periodical his fellow in the dirty little packet that cuts down freightage on mean cargoes and runs to petty ports which are—in effect—not recognized on the larger vessel's charts. Moreover, even the buccaneer of old and the Algerian pirate of yesterday are typified in this modern world of the pen. I mean those "tramps" who cruise around in dark places with trawler's net to gather in the ideas of other men; for there is far more of this secret piracy practised on the ocean of journalism and literature than is dreamt of by the landsmen-dwellers around its shores; and, to judge by what one hears and sees (which, after all, is about the sum total of human evidence), there is more of it on the sea Dramatic than there is on the great outside ocean.

The strength of this excerpt is derived from a cleverly conceived and well-executed analogy.

The above examples should be read many times carefully and critically, with a view to the appreciation of their beauty and the appositeness of their words and images.

PROGRESS QUESTIONS

What are the chief points to look for in a lease?

Indicate briefly six of the common sources of grammatical error, giving one instance of each.

Rewrite the following words with the negative prefix appropriate in each case: Attendance, approval, politic, chance, recoverable, natural, contagious, own.

EDUCTIVE QUESTIONS

1. Rewrite in sensible English the following cutting from a country newspaper report, commenting on all the errors—

Alleged Robbery with Violence.

While riding a bicycle between two and three o'clock yesterday morning along the unfrequented locality of the Pimlico Road, a young man of foreign extraction named Josefs Movinsky perceived the body of an individual stretched apparently motionless in the gutter. He alighted from his machine and discovered that the victim of the occurrence

had been assaulted by some nefarious criminals, who, after relieving him of his watch and all his available cash, had made off undetected. The unfortunate victim, who appears to be well-connected, has not yet been identified. He lies at present in The Three Stars Hotel in a precarious condition whither his compassionate rescuer escorted him in a taxi. Hopes are entertained of his ultimate recovery. It has subsequently transpired that the police are on the alert. (*Matric.*)

*2. Explain and if possible account for *three* of the following expressions—

- (a) He degenerated into a mere Grub-street hack.
- (b) His work was remarkable chiefly for its Pre-Raphaclite characteristics.
- (c) His whole frame shook with Gargantuan laughter.
- (d) It was the Tadpoles and the Tapers that spread the rumour.
- (e) The policy incurred punishment at the hands of the Rhadamanthus known as the impartial historian. (*Matric.*)

CHAPTER VII

THE FORM OF A LETTER

THE first two things to be written on a letter are the address of the sender, and the date of the writing. An appalling number of letters is dispatched without the inclusion therein of these two items of information. This is all the more unfortunate because the absence of the writer's address usually makes it impossible for the recipient of the letter to return any reply, whilst the person who created that impossibility blames him for not attending to business.

The Heading.

The date is more frequently omitted; though one is sometimes favoured with the name of the day when the letter was indited. If the writer would only pause to think how unenlightening that word "Tuesday" will be in twelve months' time it would never be left in all its inglorious isolation. In linking up correspondence the date is the most vital factor. By quoting the date one can indicate with precision a letter to which one refers for authority.

The date when a letter is *received* may also be of utmost importance, and that is why it is a valuable practice automatically to stamp all communications as they are received—whether through the post or otherwise. For similar reasons the means adopted for the recording of information that has been elicited *or given* by telephone should be of a permanent character and should show automatically the date of the record. The widespread use of diaries by accountants, lawyers, and medical men is praiseworthy, but why is this good habit not universal among commercial men?

Returning to the consideration of the address, one notes that in most business houses the address is contained in the note-paper heading. It is not good to have the letter-heading so crowded with ornament or information that a stranger has difficulty in ascertaining the office of origin ; nor that it should be so dominantly attractive as to leave the letter itself no real chance in the competition for attention ; and yet it should not be so poverty-stricken in character as to cast a shadow of doubt and gloom over the script. The style of the heading should be consistent with the style of the business ; for instance, it would be unwise for a firm of corn and hay factors to have a design in which motor vehicles were the chief constituent, yet it would be well worth while for a forage factor to think out some suitable device other than the hackneyed sheaves of corn. Similarly, it would be impolitic for a firm of process engravers to have its heading done by lithography, photogravure, or even letter-press. It is by no means essential that there should be an artist's design : if an effect of great restraint is required, as with a funeral purveyor, it is far better to rely solely upon typography. Styles of type and colours of inks and papers require—but seldom receive—just as much discrimination as pictorial devices. When revising drawn lettering the fact should be remembered that artists are usually bad spellers and that although they may have studied perspective they lack perspective in themselves when a question of art is under consideration : hence, if one of the partners or directors is an artist it will be better not to entrust him with the task of deciding upon such matters as letter headings but to give close heed to his criticism of others' proposals.

Let it not be thought that this matter is being unduly stressed. The letter that a man receives is his property ; he may keep it permanently—*litera scripta manet* ; it is there to call up visions of the sender though the sender

may be far away ; indeed, memory may have no real images to recall for the sender may have never been seen by the person to whom he writes. Practically the whole of the vast mail order business that has been transacted in the twentieth century accrued because pleasant images had been woven around letters, and the letter heading was the chief agency in evoking those images because that was the part of the correspondence which was most frequently seen—the messages in the letters changed each time, the letter heading remained.

Modes of Address.

There is no need to prefix the title “Messrs.” before the name of a firm which (1) is already honoured with a title, as “Sir Isaac Pitman and Sons, Ltd.” ; or (2) does not contain the names of persons, as “The Ecumenical Insurance Co., Ltd.”

The terms “Junr,” and “Senr.” should be placed immediately after the surname and therefore before “Esq.” Other titular abbreviations are placed after “Esq.”

Examples—

The Thames Ironworks, Limited.

Messrs. Spalding & Hodge.

The Rev. James Smith, M.A., B.D.

John Oxenham, Esq., D.Lit.

Sir William H. Beveridge, K.C.B., M.A., B.C.L.

NOTE. It is advisable, when writing to business firms, to address the letter and envelope to the head of the department concerned in the subject of the letter, as “The Cashier,” “The Chief Engineer,” “The Managing Director,” “The Secretary.”

OTHER TITULAR CONVENTIONS—

Duke : Style—“His Grace the Duke of ———.” Begin —“My Lord Duke” or “Your Grace.”

Marquess : Style—"The Most Honourable the Marquess of ——" Begin—"My Lord Marquess."

Earl : Style—"The Right Honourable the Earl of ——" Begin—"My Lord."

Viscount : Style—"The Right Honourable the Viscount ——" Begin—"My Lord."

Archbishop : Style—"His Grace the Archbishop of York." Begin—"My Lord Archbishop" and conclude, "I am, My Lord Archbishop, your Grace's most obedient Servant, ——"

Bishops : Style—"The Right Reverend the Lord Bishop of ——" Begin—"My Lord."

Baron : Style—"The Right Honourable Lord ——" Begin—"My Lord."

Below this rank, the salutation is "Sir."

Member of the Privy Council : Style—"The Right Honourable ——" Begin—"Sir."

Lord Mayor, Lord Provost : Style—"The Right Honourable The Lord Mayor (or Provost) of ——" Begin "My Lord" or "My Lord Mayor" and conclude, "Your Lordship's obedient Servant, ——"

Mayor : Style—"The Worshipful the Mayor of ——" Begin—"Sir" and conclude, "Your Worship's obedient Servant, ——"

Lord Chief Justice : Style—"The Right Honourable the Lord Chief Justice." Begin—"My Lord" and conclude, "I have the honour to be, my Lord, Your Lordship's most obedient Servant, ——"

Judge : Style—"The Honourable Sir ——" or, "The Honourable Mr. Justice ——" Begin—"Sir."

County Court Judges : Style—"His Honour Judge ——" Begin—"Sir."

Dean : Style—"The Very Rev. Dean of ——" Begin—"Mr. Dean," or "Reverend Sir."

Clergyman : Style—"Rev. ——" Begin—"Rev. Sir."

Councillors and Aldermen are styled: "Mr. Councillor —," "Mr. Alderman —."

"Dear Sirs," not "Gentlemen," is more usual in business letters.

Reference Symbols.

One of the first things to be written on a business letter is the symbol or number corresponding to the file or department in which the copy will be placed. The correspondent should also be referred to his own reference number, if one has been given: that facilitates the collation of his copy with the reply.

For similar reasons, it is advisable to head the letter, immediately after the salutation, with a brief résumé or title of the contents, e.g.—

Dear Sir,

Re Burglary Policy 16412.

Dear Sirs,

Re Lease on 114, Uxbridge Road.

Paragraphs.

As a further aid to the rapid comprehension of the purport of a letter, the various points of the subject should be dealt with in separate paragraphs, the first word of each passage being indented about three-quarters of an inch. The very appearance of this assists the reader in appreciating the fact that a fresh aspect of the subject is about to be treated. Where a letter is unavoidably long, and contains internal cross-references, it is a good plan to number the paragraphs. This is seldom necessary, however, owing to the confirmed modern practice of writing a separate letter for each subject. The departmental organization of commercial houses has extinguished the cumbrous omnibus type of letter.

Setting Out.

A letter may easily be marred in its effect by lack of attention to detail. Legibility is one such detail. If the reader of a letter experiences difficulty in deciphering the words, a current of irritability is induced, which is likely to establish a feeling of antagonism towards the writer. However abstruse the wording of a letter may be, the recipient is usually willing to make an honest attempt to discover its meaning, if he has no difficulty in understanding what the actual words are: but if he is distressed by the writing, the feeling of discomfiture remains, even after he has ascertained the purport, and is not obliterated by the consciousness that the phraseology employed may be unusually good. He would submit gladly to a lower standard of composition provided there was less waste of his time.

Another detail, the observance of which contributes very materially to the creation of a favourable atmosphere, is the provision of adequate margins and spacing. Any appearance of cramping is directly prejudicial.

Variety.

Persistent endeavour should be made to avoid the monotonous use of stereotyped phrases, particularly for the beginnings and endings of letter. The study of synonyms is most important in this connection. The student should examine carefully the subjoined lists of opening and closing phrases, and make suitable additions to them as opportunity offers.

Opening Phrases.

In reply to your esteemed inquiry . . .
In response to your favour . . .
Referring to my advice . . .
I duly received your letter . . .
We have pleasure in acknowledging . . .
I have the honour to inform you that . . .
I hereby beg to acquaint you that . . .

In compliance with your . . .
 With reference to your . . .
 Enclosed I beg to hand you . . .
 I am glad to advise you . . .
 In pursuance of our correspondence . . .
 I should be glad to hear . . .
 We are very sorry to apprise you . . .
 I am desirous of . . .
 Adverting to my reply of . . .
 I am in receipt of your letter . . .

Closing Phrases.

Yours truly (faithfully, obediently, sincerely, respectfully) . .
 Awaiting the favour of an early reply . . .
 Thanking you in anticipation . . .
 Soliciting the continuance of your kind patronage . . .
 With many thanks . . .
 Wishing you the compliments of the season . . .
 Apologizing for troubling you . . .
 With kind regards . . .
 I have the honour to be . . .
 Trusting that this may lead to some profitable business
 between us . . .
 Feeling assured of the continuance of the kindly relations
 that have hitherto subsisted between us . . .
 Your early reply will much oblige . . .
 Venturing to hope that . . .
 Awaiting the favour of your esteemed commands . . .

Body of the Letter.

Care must be taken that the same *person* is used throughout the letter. In letters addressed to Barons, Viscounts, Earls, and Marquises, instead of the pronoun *you* the phrase *Your Lordship* should be written: in letters addressed to a Duke or an Archbishop, the phrase *Your Grace* should be written instead of the pronoun *you*.

Closing Paragraphs.

All participial phrases *must* be followed by the words "I am," or "I remain," "We are," or "We remain," in order to complete the sentence.

Subscription.

The subscription should coincide with the salutation. One must not commence "Sir" and conclude with "I am, dear Sir."

Appellation.

The appellation of the writer should always be placed under his signature, in order that the recipient of the letter may know the status of his correspondent.

Practice differs as to the employment in correspondence of the first person singular or the first person plural. The former may be used when the writer is the real head of the business, or when he is the head of a department and is simply expressing the views of that department, as distinct from those of the firm. In all cases of doubt, the plural form should be used.

Warning.

All forms of "fancy" writing, whether in style or in actual handwriting, should be avoided: legibility should be the aim, and this is not secured by looping the loops and other time-wasting devices.

SPECIMEN SOLUTIONS

(a) "WANTED at once Sub-Editor for leading Indian paper; must be broad-minded, cultured, energetic; write, stating age, experience, general qualifications, etc., to Box 050 —." Compose a suitable reply to the above advertisement.

(b) Give the meanings of the following words—
inveigh, meticulous, suffrage, criterion, propaganda,
iconoclast, ephemeral, paradox, parody, esoteric.

(Matric.)

(a) *Analysis of the Desiderata.* (1) This question looks much more formidable than it really is. The various requirements in the advertisement provide just the headings about which the letter can be written. If the student were actually seeking a situation of this kind, he would look within himself to ascertain how far he came up to its requirements. That is what he must do now—with the

signal advantage, which he would long to possess were he writing in grim earnest for the job, that he can bestow upon himself the various qualifications which it seems that he ought to possess.

(2) Having got to this point of giving rein to his fancy, let him show moderation at the height of his power. Paragons do not exist outside fiction, and the answer will therefore bear much more resemblance to reality if the fairy godmother is not worked too hard.

(3) Bearing that in mind the student should note down in columnar form in the space devoted to rough work, the requirements in the advertisement. Opposite each requirement should be indicated quite briefly what is to be said about it in the letter. Thus—

<i>Requirement.</i>	<i>Decision.</i>	<i>Reflections.</i>
Broad-minded	Correspondent for Telegraph and Daily News	Must show wide experience. No political bias.
Cultured	Extensive reading. Paris, etc.	Bear in mind par. (II). No degree. Extensive reading. Foreign travel
Energetic	Testimonials	Testimonials prove this.
Age	25	Must give sufficient age to allow of experience claimed.
Experience	Clerk	Since leaving school at 17.
	Assistant Reporter. Reporter	Editor's clerk, then assistant reporter, reporter.
	Holiday Sub.	Substitute for Sub-Editor.
	Correspondent	Correspondent.
General Qualifications	Speed Will India, etc.	Speed. Willingness. Love of foreign travel.

The student is not supposed to write down the third column. That simply represents here the thoughts which are summarized in the second column.

The mode of treatment having been decided upon, the letter can now be written around the notes which have been jotted down. (Note: The question says nothing on the matter of salary. That is rather a difficult point for a young student to settle, and he would therefore be well advised to follow the examiner's lead, and leave it alone. That is *sometimes* the best course to adopt when applying in reality for a situation, as a salary which might seem exorbitant when backed up only by such details as can be mentioned in a letter might seem quite reasonable when seconded by the actual presence of a magnetic personality.)

The Letter—

6 Mina Road,
Camworth.
30th April, 1923.

The Advertiser,
Box 050,
.....

Dear Sir,

I shall be glad if you will give consideration to the following summary of my qualifications for the Sub-Editorship advertised in to-day's ———.

I have had a thorough journalistic training since I left Wilson's Grammar School, Camberwell, eight years ago, having been successively clerk, assistant-reporter, and reporter under Mr. Grant of the *Nottingham Journal*, and then special correspondent for the *Daily Telegraph*. The last named position I resigned twelve months ago in order to take up a similar, but more remunerative, post on the staff of the *Daily News*.

My engagement with the *Daily News* is a very happy one, and it is only the prospect of acquiring Indian experience that induces me to contemplate the relinquishment of my present appointment.

With most of the leading cities on the Continent I am already familiar, as on several occasions I have been selected to form part of a British delegation to European centres. I believe that I have made good use of such opportunities of broadening my mind, and I have not neglected to keep myself conversant with authors of established reputation.

As to my skill and speed I would refer you to the enclosed copies of testimonials from—

Sir Dudley West, K.C.B.,
Dr. Francis Cooper, and
Lord Danelagh.

I am 25 years old : and would ask you to accept my assurance that whatever may, or may not, be lacking in my qualifications for the position there is now, and would continue to be, nothing lacking in my will to merit it.

Yours truly,
THOMAS KING.

(b)

Meaning

inveigh	to charge against or accuse.
meticulous	exceedingly careful.
suffrage	verdict or choice.
criterion	standard or ground of judgment.
propaganda	means of disseminating opinions.
iconoclast	a destructive critic.
ephemeral	of very short duration.
paradox	a statement, apparently contradictory, but true in essence.
parody	conformity to the style, but not to the object or intention, of another writer.
esoteric	secret, mystic, innermost.

Question. A shareholder writes asking for an explanation of a rapid fall which has taken place in the market price of your company's shares. Write a suitable reply. (C.I.S.)

Analysis. The student is here called upon to put himself in the position of a secretary who has to uphold the reputation of his company. The secretary should be ever ready to do that, although it is wise for him not to be precipitate in disarming the interlocutor. The advice of Benjamin Franklin is good on this, as on many other points of policy :

Men must be taught, as if you taught them not,
And things unknown proposed as things forgot.

The easiest way to combat such a suggestion as the shareholder makes is by showing that the fall in the shares has been general and not peculiar to the company in question ; a trade to which such general depression applies should be thought of and made the groundwork of the letter.

Answer—

Maze Hill,
Bolton.

30th April, 1923.

Ref. : G.H./M.I.

A. J. Wilton, Esq.,
16 Shalcross Road,
Tooting Common.

Dear Sir,

I am very glad to have your letter dated the 28th of this month, as it affords me the opportunity of assuring you that the affairs of this company are as prosperous as it would be reasonable to expect during this period of depression in the world's cotton markets.

The fall in the market price of the company's shares has no connection whatever with the internal organization of the Sound Spinners' Combine, Limited, but simply reflects the lack of demand from the East. As a matter of fact, the shares of the Combine have fallen considerably less than those of the majority of its competitors, and the company is in an excellent position to share fully in the purchasing rebound which is inevitable and, experts think, imminent.

I am, dear Sir,

Yours faithfully,

per pro. The Sound Spinners' Combine, Limited,
G. HASSALL,
Secretary.

COMMENT. The strength of this reply lies in—

(a) The wisdom of the selection of the cotton industry as the practical instance of the circumstances referred to in the question. The facts concerning this industry are well-known, and do not call for any elaborate explanation.

(b) The firm but polite manner in which the suggestion that there is any special depression in the company concerned is repudiated, whilst the trade as a whole is suggested to be returning to normal.

(c) In an answer of this kind, the student should beware of trying to fog the issue by a cloud of evasive verbiage. The reasons which he gives must be real, such as will bring reassurance to the nervous shareholder. Nevertheless, the secretary must bear in mind that he is the servant of the whole body of shareholders, and that in the interests of the whole he must not disclose facts that are really of

a confidential nature. If a shareholder asks for information which it is against the policy of the company to give, he should be met by a firm but polite refusal.

(d) The conclusion on a note of hopefulness.

(e) Adequacy combined with brevity.

Write two separate letters as from the Secretary of a Public Company, (a) sending a remittance ; (b) refusing a request.

(C.I.S.)

49 EASTCHEAP,
LONDON, E.C.1.
23rd June, 1923.

Ref. C.104.
Charles Courtenay, Esq.
" Hope House,"
Reading.

Dear Sir,

I have pleasure in enclosing a cheque value £40, in settlement of your account for May last, as shown on enclosed statement.

Yours faithfully,
per pro. HARWOOD & SONS, LTD.,
F. Glasier,
Secretary.

49 EASTCHEAP,
LONDON, E.C.1.
23rd June, 1923.

Ref. Gen/21623.
Mrs. S. Mitchell,
14 Pavlova Road,
Bristol.

Dear Madam,

I beg to thank you for your letter of yesterday's date, offering the services of your daughter as a typist.

I regret that there is at present no vacancy in this office, and that, owing to the widespread depression of trade, I can see no likelihood of any such vacancy occurring in the near future.

Yours faithfully,
per pro. HARWOOD & SONS,
LTD.,
F. Glasier,
Secretary.

COMMENT. The question is of the type which has more than one part. In this instance, the two parts are very

clearly designated, but it is safe to say that in their hurry, and lacking the habit of revision, some examination candidates would overlook the second part.

(a) Note the brevity of the letters. Sometimes in a letter enclosing a remittance there is a sentence added to the effect that a receipt in due course will be esteemed. This is a rather superfluous stereotyped formula for it is a radical commercial custom to send such a receipt, or to acknowledge the receipt on the cheque itself.

(b) The style of request replied to in the second letter is one that is very common, and is easy for the student to answer. The refusal is polite, definite, and unlikely to give rise to further correspondence.

Write a letter, in some detail, to a Railway Co., or Carrier, inquiring as to freight rates and any special conditions, and reply. (C.I.S.)

PAINSWICK,
GLOS.
17th May, 1923.

Ref. HF/GB.
The Manager,
Stroud Haulage Co.,
Stroud, Glos.

Dear Sir,

We have just obtained a contract for the weekly delivery to London of five tons of pins from our factory, and we are willing, if your terms and conditions are favourable, to enter into a contract for the motor haulage of the pins to the G.W.R. Goods Yard, Stroud.

The pins are packed securely in stout wooden boxes, weighing just over 1 cwt. each. Each consignment would, therefore, occupy two of your largest motor lorries.

The boxes may be collected either on Mondays or on Fridays, but whichever of these alternatives is selected must be rigidly adhered to, except at holiday periods.

We shall be glad if you will forward us immediately a quotation for this work.

Yours faithfully,
per pro. The Painswick Pin Co., Ltd.,
Horace Funnell,
Secretary.

6 KING STREET,
STROUD, GLOS.
18th May, 1923.

Ref. Est/1084.
Enclo./1.
The Secretary,
The Painswick Pin Co., Ltd.,
Painswick.

Dear Sir,

I am in receipt of your esteemed inquiry of yesterday for the haulage, weekly, of five tons of pins in two large motor lorries from your factory to the G.W.R. Goods Yard, Stroud, and have pleasure in quoting £200 (two hundred pounds) for the yearly contract. I am prepared to make arrangements for the regular collection of your goods on Monday of each week.

The general conditions of this company's contracts are shown on the enclosed Estimate. The only special condition is that the boxes shall be ready for delivery to the lorries not later than 8 a.m. on the collecting days.

If these terms and conditions are acceptable to you, will you please sign and return the acceptance portion of the estimate.

Yours faithfully,

per pro. The Stroud Haulage Co.,
James Plummer,
Manager.

COMMENT. This is a problem-question of the multiple type. Details are demanded, so it is necessary to think out an instance in which they will not be complicated or too technical. It is impossible to make letters of this character as brief as those of the previous question.

Note that the covering letter embodies the essentials of the quotation although these are set out in detail, together with less essential conditions, in the estimate enclosed.

What insurances ought to be effected by a Company or Municipality owning offices and works? (C.I.S.)

The following insurances are commonly effected by companies and municipalities owning offices and works—

1. *Fire* insurance of all buildings and their contents.
2. *Plate Glass* insurance of valuable windows, facias, etc.
3. *Boiler* insurance against boiler explosion accidents (heating apparatus, etc.).

4. *Lift* insurance, against lift accidents.

5. In the case of a Company—*Loss of Profits* or Consequential Loss Insurance, i.e. insurance against the loss of profits which might be incurred in the event of a fire causing the suspension of the company's activities.

6. *Workmen's Compensation and Employers' Liability* insurance against payments due to workmen (and others earning not more than £250 per year) for accidents arising out of and in the course of their employment.

7. *Fidelity Guarantee* insurance of all employees engaged as cashiers, collectors, etc., against their embezzlement or misappropriation of funds.

8. *Burglary* insurance.

9. *Marine* insurance of any goods exported, against loss at sea.

10. *Third Party and Driver's Indemnity* insurance against liability to the public through negligence by the employer's workmen.

11. *Motor* insurance against accidents to and by motor lorries, motor-cars, etc., the property of the Company or Municipality.

12. *Sinking Fund Policies* to insure the replacement of the money sunk in a patent, lease, machinery or other wasting asset, so that when it is worn out, or the rights expire, the money provided by the policy enables a new lease to be acquired, new machinery to be bought, and so forth. These are similar to Life Endowment policies, and are sometimes called Capital Redemption policies.

COMMENT. This is an instance of the fact-question. The answer is purely tabulation, with slight explanations, and involves no imaginative thinking. The essential facts must be preceded by an introductory sentence. The appearance of the answer is improved by the words italicized being underlined in red ink.

PROGRESS QUESTIONS

Give the style and address for each of the following—
Marquess, Bishop, Lord Chief Justice, Duke, Mayor,
Member of the Privy Council, Archbishop, Dean.

How should reference symbols be employed ?

How should a letter be divided ?

What are the important points of detail to be observed in the setting out of a letter ?

How should variety of language be secured ?

Give some examples of suitable opening phrases.

Quote some suitable closing phrases.

What is the requirement as to the use of the pronoun in a letter ?

How should closing paragraphs be composed ?

What must be remembered with regard to the form of subscription ?

What follows the signature to a letter ?

EDUCTIVE QUESTIONS

*1. Re-write the following in correct and clear English, keeping the meaning unchanged—

Being as things is dreadful bad just now he didn't ought to be so impudent all along of me being a week behind with the rent and always up to time before and him with heaps of money and my husband as is out of work and one of the children a-laying queer in bed. He don't deserve nothing being as he's nothing but pride and greed. He ain't no right to be nasty to me and all the other ladies in the street every time he has came along. (R.S.A.)

2. Write a letter to a friend giving an account of a class which you have recently attended and have liked ; describe what there was to interest you in the teacher, your fellow-pupils, and the subject you were studying. (R.S.A.)

*3. Suppose that you have just decided on your future occupation. Write a letter to a friend describing the advantages it offers to you and telling why you prefer it to other occupations which you might possibly have chosen. (R.S.A.)

4. Copy the whole of the following passage. Correct all the misspellings, but make no change except in spelling--

It would seem as if Nature when she made the porcupine provided for him tenderly, as if for an idiot child. He is the only wild creature for whom starvaishun has no terrors. All the forest is his storehouse. Buds and tender shoots delights him in their seezon. When the cold becomes bitter

in its intensity and all other creatures grow gaunt and savij in their hunger, he has only to cliem the neerest tree, chizel off the rough outer shell with his powerful teeth and then feed full on the soft inner layer of bark, which satisfies him perfectly.

Of hungry beests he has no fear whatever. Generaly they leev him severly alone. If, driven by hunger, they approech him savijly, he simple rolls up and lies still, protected by an armor that only a steel glove might saifly explore, and that has no joint enywhere vizible to the keenest eye. An attack by a desperate animal may be faital to him but it is faital also to the other. For he has a wepon that no prowler of the woods ever calculaits upon. His braud, hevy tail is armed with hundreds of barbs, smaller but more dedly than those on his back ; and he swings this wepon with the vishus sweep of a rattlesnaik. (Civil Service : Assistant Clerks.)

PART II

GENERAL COMMERCIAL CORRESPONDENCE AND ROUTINE

CHAPTER VIII

THE RECEIPT OF CORRESPONDENCE

FILING : INDEX SYSTEMS

THE difficulties which arise in connection with the receipt of a large mail have, on the whole, been very scantily treated in text-books : yet no part of office organization is more important than that concerned with the allocation of letters received. Upon the efficiency with which the inward mail is handled depend—

The prompt dispatch of orders,
Honest handling of remittances,
Adequate attention to complaints,
Maintenance of proper control over travellers,
and, in general,
The smooth running of a business.

Postal Department.

In any office where the mail is large, a postal department, suitably provided with benches for folding and with pigeon-holes for sorting, should be established. At its head should be placed a trustworthy and capable servant, whose staff should be sufficiently large to enable the whole of the morning mail to be sorted before the arrival of the correspondence clerks. One of the directors or partners should also be present during this process of sorting. (The fact that so few heads of businesses trouble to attend and keep a general oversight upon the distribution of the mail is a pronounced weakness of modern British office organization. Sometimes a very poor compromise is made by postponing the opening of the mail until the leisurely arrival of the chiefs an hour or so after the clerks

have commenced their duties: that means that the correspondence clerks spend the most important parts of the day in doing the least important parts of their work; and also that there is a much more frantic rush to catch the foreign and country posts—with all the errors consequent upon haste and worry—than would be the case if only the directors would arrange among themselves a rota of early office duties.)

The head of the postal department should be paid a salary that is commensurate with the expectation of his unswerving fidelity despite frequent opportunity for dishonesty.

He should be assisted by supervising clerks, whose status in the firm should be at least equal to that of the clerks at the head of sections in the other departments. Their pay should actually be rather greater than that of the section clerks, not only because their monetary responsibility is greater, but also because it is necessary for them to work longer hours, coming earlier in order to see to the distribution of the inward mail and staying later to ensure the correct dispatch of the outward mail.

The head should not have his time and attention occupied with the actual performance of details, but there is one detail to which he should attend personally, viz., the making of a daily record in permanent form of the allotment of duties among his staff. This Schedule of Duties will be found extremely valuable as a means of assigning responsibility for delinquencies. For the purpose of preventing (as far as possible) collusion among members of the staff the portions of the work should be frequently (not at stated intervals) re-allotted.

The Structure of the Postal Department.

The architectural arrangements of the department should be such as to facilitate surveillance. The private office of the chief should be situated centrally on a higher

level than the rest of the department, and should permit an uninterrupted view on all sides ; it should be connected to all parts of the department—which should, of course, be contained in one large room—by telephonic and pneumatic tube (or overhead pulley) systems, so that the chief can communicate directly with any one of his staff without suspending his general vigilance.

Liaison with the Cashier's Department.

There should be close relations between the postal and the cashier's departments, and during each morning's distribution some responsible representatives of the latter department should be in attendance to assist in the work of supervision and take charge of remittances.

Letter Box.

The arrangements made by some firms for the delivery of letters by the postal authorities are such as to invite speculation. In not a few cases the device is so primitive that it consists solely in a slit made in the front door, so that when the postman places the letters through the slit they fall pell-mell on the floor—quite unsafe when the building is occupied by more than one tenant.

It has been argued with the author that his point has very little weight where an efficient system of accounting has been installed and where the remittances are received almost entirely in the form of cheques. That is a very shortsighted view. Even cheques are not insusceptible to improper manipulation. A great deal of trouble may be caused by the destruction of cheques by persons who had hoped to find something more easily encashable. Such a person might wrongfully open a letter and find in it not even a cheque, nothing but a message : as the easiest way of destroying all trace of the letter having been tampered with this person might burn both envelope and letter, and so give rise to misunderstanding, if not worse.

An employee who can obtain access to the firm's letters before these have been seen by anybody else belonging to the firm might possibly, without any intention of monetary dishonesty, think it advisable to suppress one of those letters because it contains a complaint about a part of the firm's work for which this employee was responsible. It is further conceivable that the complaining customer might construe the absence of any reply to his letter as a deliberate ignoring of his complaint and withdraw his custom without further ado.

The most satisfactory way of dealing with this matter is to arrange for the local post office to sort the firm's letters and parcels into private bags, the key of which is held by the head of the firm's postal department (a duplicate being retained by the Post Office authorities). They can be used for either incoming or outgoing correspondence. The essential point is that the bags are provided with locks which are fastened by responsible officials before the mail is handed over to the messenger : this safeguards against tampering with the letters between the Sorting Office and the firm's address, and is to be particularly recommended where other concerns or members of the public have easy access to the ordinary letter box of a business.

The Sorting of Letters.

Much of the correspondence received by a large firm is capable of a first rough sorting without opening the envelopes, as these will be addressed to the department for which the contents are intended, e.g. Stores, Agency, or Engineers' Department.

Such addressing of the envelopes greatly expedites the work of sorting as quite a cursory glance will enable the supervising clerk to satisfy himself that the letters do actually relate to the departments named on the respective envelopes,

The examination of the envelopes is important, as there may be some marked "personal" or "private" and others which have been delivered in error by the postal authorities: persons who open such letters without permission put themselves in the wrong; they render themselves liable to a suspicion which it may be very difficult for them to remove. Some firms make a practice of opening letters addressed to their employees and marked "personal" or "private": this cannot be too strongly condemned; it is invariably resented as an invasion of privacy, and will be remembered with bitterness long after the firm's good points have been forgotten. What is gained by a firm's adopting the rôle of Paul Pry is insubstantial, what is lost is clear and paramount: there is an unmistakable loss of dignity, loyalty, and honesty. A firm which does not respect the property of its employees is deliberately training those employees not to respect the property of the firm; it is going out of its way to cultivate the habits of evasiveness, suspicion, picking, and stealing. This is a scandalous abuse by a firm of its responsibility for the moral training of its workers. It is no less reprehensible on the score of mere commercial prudence, for it is jeopardizing the goodwill of the business. One of the most important aspects of goodwill has never yet been emphasized—that it is intersticed in the harmony of relations subsisting between employer and employees. This is true in all cases, but especially so in businesses which depend mainly upon the efforts of travellers and agents. In an industrial assurance office, for example, if the dismissals and resignations are frequent a period will arise when the ex-employees of the office vastly outnumber the employees, and this may be a help or a detriment to the office concerned. It will be a help if the ex-employees have carried with them the feeling that on the whole the office had treated them fairly and gave the public good value; the present employees will then frequently have

the experience of finding their advocacy in receipt of unexpected and unsolicited support. On the other hand, if the ex-employees bear the remembrance of what they consider shabby treatment by the office this body of feeling will press automatically and cumulatively in two important directions against the former employer. In their efforts to extend the business of the office the present employees will continually find themselves frustrated and discouraged by the ubiquitous sentiment of antagonism to the firm that has been indefinitely disseminated by the ex-employees, who have, of course, been under the necessity of explaining to their friends the reasons for leaving the insurance business. Contrariwise, every mood of distrust, every feeling of dissatisfaction with the office will be nurtured by the public's sympathetic appreciation of the complaints, and if the employees decide to strike they can confidently count beforehand on vigorous popular support, reinforced by the reminiscences of the numerous ex-employees.

Nevertheless, the employees are not entitled to use their employer's address as a kind of *poste restante*, as if they were theatricals on tour. The receipt of private letters during the working hours leads to the reading and writing of private letters when the employer's business should be receiving attention: it should therefore be definitely disallowed. Such letters should be handed to the secretary, who should arrange for them to be forwarded to the private addresses. A register may be kept of letters thus re-directed. As there may be moral issues involved, the secretary should take up the matter with any one whose name appears frequently in the register.

The supervising clerks are assisted by junior clerks. The latter open the envelopes with a stationery knife, taking care to avoid mutilating their contents, but slitting open three sides to ensure that *all* the enclosures are duly

removed and handed to the supervising clerks. The letters are rapidly glanced through to ascertain for which department they are intended. The address of the writer should always be looked for, and if it has not been given the envelope should be pinned to the letter. Where a remittance is found, the amount should be written on the letter above the initials of the supervising clerk, and the whole contents of the envelope and the envelope itself should be immediately sent on the overhead pulley system to the private office of the chief of the postal department where representatives from the cashier's department—possibly the cashier himself—will be in waiting to take charge of remittances.

All letters which contain complaints are marked by the supervising clerk with a large "C."

Letters addressed to the cashier will be transmitted to the private office without being opened. There they will be opened by the deputy of the postal chief, any remittance initialed, and the whole handed over to the cashier's representatives. The latter will at once cross all the cheques, money orders, and postal orders by means of a rubber stamp, which also marks "Not negotiable" and the name of the firm. These are listed on an adding machine and to the total which this reveals is added the value of Treasury Notes and other forms of cash received in the morning's mail. The grand total thus arrived at should agree with that shown by the adding machine after listing the amounts shown in the letters.

When the supervising clerks have completed the sorting into departments, the letters relating to each department will be further sorted according to the various sub-divisions into which that department is organized. For instance, the sub-divisions of an agency department may be geographical, that is, in accordance with the area covered by the agent ; or may be functional, that is, in accordance with

the nature of the work that the department performs, e.g. appointments, guarantees, changes of address, resignations, dismissals, promotions, etc.

Keeping Track of Correspondence.

The system outlined serves for the due allocation of correspondence, but that alone is not sufficient in a modern business house. The fact that letters have been handed to a particular clerk does not ensure that he gives them adequate attention, nor that he does not lose them ! It is necessary to devise a system that enables one to keep track of correspondence. Letter registers or record books have been suggested for this purpose, but this method is far too elaborate in a really large office, except for letters of very special importance. The following method is expeditious and efficient.

When the letters are sorted into sub-divisions, the clerk numbers them consecutively by means of a machine which is arranged to show also the date of stamping and two blank spaces for the insertion of the date of reply and the initials of the reply clerk. The clerk then takes two lists, one to act as a duplicate, and writes thereon the number and the name of the sender of each letter ; in a third column he writes a "C" when the letter is so marked, or "No address," or any other special remark that may be advisable. This completed, the lists and the corresponding letters are enclosed in a portfolio or folder and sent by messenger to the clerk at the head of the sub-division.

This clerk rapidly examines the correspondence to see that he has all the letters assigned to him on the list, signs the latter and returns it to the postal department, retaining the copy. He must then make arrangements for these letters to be answered. All complaint letters must have at least an acknowledgment sent on the day of their receipt, and the full reply must be signed or initialed by

the head of the department (not by the clerk in charge of the section or sub-division). At 4.30 p.m. each day the list must be sent to the secretary's department, with a very brief explanation in column 3 against each letter that remains unanswered or unacknowledged. Letters that have simply been acknowledged but not fully attended to should be indicated in the third column by the abbreviation "Ackd." and the date. The following illustrates how the list would appear—

Letters Handed to <i>Agency</i> Dept.		
<i>West Riding</i> Sub-division.		
Postal Clerk <i>A. Shayler.</i>		Date <i>17/3/23.</i>
No. of Letter.	Name of Sender.	Date of Answer or Reason Why Unanswered.
6500	Agent Jennings	C. Ackd. <i>17/3/23.</i> Manager written <i>17/3/23.</i>
6501	Rev. W. Smith	Noted. Passed to A/cs Dept. <i>17/3/23.</i>
6502	Mr. E. Bull	Ansd. <i>17/3/23.</i>

If all the letters have been answered the secretary returns the list to the postal department, where it is filed; if any are outstanding, he returns it to the clerk concerned, possibly with a covering comment.

The signed lists returned to the postal department have in the meantime been used for the preparation of a summary of the morning mail, which the head forwards to the secretary, whereby the latter learns the total of letters received by each department and the number of complaints among them, the total of remittances, etc.

Incomplete Enclosures.

If a customer omits to enclose a cheque or postal order, or part of the remittance, the head of the postal department should append his initials to a note to that effect made on the letter. The customer should, of course, be immediately notified.

Correspondence Department.

In a large office much work arises which cannot be very appropriately allocated to any of the existing departments formed to deal with the primary business of the concern. It is therefore convenient to have a General or Correspondence Department for the handling of such matters. This facilitates specialization: for instance, a firm may have shops situated in various parts of the country. From time to time sundry repairs will be necessary at these shops. Obviously a much better check upon requisitions of such character can be made by an individual who attends to them and to nothing else, than could be exerted if the head of each sub-division dealt with such cases as arose occasionally in his particular area.

It is also politic to have such a general department. It is not desirable, for instance, that the accountant's department should have anything to do with debt collection other than supplying the necessary figures and proofs; communications with sureties, courts, solicitors, and so forth, can be much better dealt with by a section of the general department specializing in such work.

To this department should be sent by the postal department all letters which are not clearly assignable to the other departments, and all "omnibus" letters from which extracts have to be made for attention by several departments. The general department should retain the original letter, and collate the replies by the various departments.

Secretarial Department.

Envelopes addressed to the secretary should not be opened by the postal department but sent intact to the secretarial department, a receipt being obtained from the latter for the number of letters and parcels delivered. Envelopes addressed personally to the manager or secretary should be opened only by those respective individuals.

FILING

During the present century there has been a very great deal of writing up of vertical filing systems ; but for speed and economy a very great deal can still be said for the flat or horizontal filing systems and they are certainly quite suitable for businesses which do not entail a great deal of correspondence. One of the special features of the vertical system is that there is a separate folder for each customer and thus there is, it is alleged, less chance of mixing up the correspondence of two individuals whose names are spelt the same way. This feature can, however, be applied to a horizontal system.

The really important point about the vertical system is not that the folders and letters are placed upright in the drawers, but that it lends itself to expansion with much greater ease. Another advantage is that the whole correspondence of an individual is kept together.

Both the flat and the vertical systems are superior to the system of docketing, as usually practised, with the copies of the replies sent by the firm scattered in letter books, because the first two systems enable the letters received and the replies to them to be filed together. Docketing has, however, the advantage of being cheap, as the only apparatus required are sets of pigeon-holes. Papers are folded in the direction of their length to open

from right to left, and on the top of the outside blank page are written—

The date of the letter.

The name and town of the correspondent.

A very brief abstract of the letter.

Some firms (mainly solicitors) who use this method insert a few other particulars. This is a specimen docket—

20th April, 1923.

Miss Janet MacAllister

Requiring Catalogue.

This document would be placed in the "M" pigeon-hole, awaiting clearance at some convenient date, when the letter would be collated with others (if any) from the same correspondent. The system is not suited to the dirt and cheap paper of modern times.

The cabinet systems are not only clean and elegant, but, in the most modern styles, present considerable resistance to fire.

Bases of Classification.

The most common basis of classification is *alphabetical*, and is suitable for filing correspondence which is of a short, intermittent, or casual nature.

On the other hand, where there is a large flow of correspondence from regular correspondents it is advisable to adopt a *numerical* basis. Each regular correspondent is assigned a number, which is used as the reference number on letters sent to him by the firm; in his turn, he quotes this number in his reply. This system is worked in conjunction with a card index ranged in alphabetical order of the name of the firm and showing the numbers allotted in each instance. Miscellaneous correspondence is filed separately on an alphabetical basis.

For certain purposes it is more important to use a *geographical* basis, e.g. to know the number of letters

from the town of Wells is more useful to an advertising manager than to know the number of letters from people named Wells.

In other cases it is more valuable to have together all the letters relating to a particular *subject*, e.g. where the business of a firm is the undertaking of contracts. There is obviously an advantage to keep together all the correspondence relating to each separate contract. Similarly, a firm of estate agents may find it more convenient to make the names of the estates the basic feature.

Special subjects can, however, be consigned to a Stolzenberg or Shannon file ; the correspondence from branches is sometimes best secured by that means. Most special purposes can be attained by a suitable use of card indexes and cross-references.

INDEXES

There are two main kinds of indexes (i.e. lists)—

(a) Paginated.

(b) Carded.

The *fixed* paginated index is familiar to all : in the printed book this is usually found at the end ; in the ledger and letter book it is usually found at the beginning.

The entering up of such an index involves continual turning to and fro, and the consequent wear on the binding and paper is very heavy, the leaves very soon becoming dog's-eared, dirty, and generally unsightly. Some wear and tear is obviated by making cross-references. For example, if there are copies of letters sent to King and Jarrett on pages 6, 9, 20, and 61 of the letter book, the letter on page 9 should bear the cross-reference 6/20, and similarly throughout the book. Then one can follow the sequence of correspondence after making only one reference to the index.

It is clear, however, that there would be still less turning over of pages and recourse from the body of the book to

the front if the index were not kept at the front of the book at all, but was *detached*, i.e. bound separately. That saves a lot of thumb-marking and losing of one's place, and it facilitates the co-operation of two people on the work.

These results are partly obtained by binding the index in the book in such a way as to be *extensible* beyond the area of the book so that any part of the index can be referred to at the same time as any part of the book. This entails great strain on the binding and paper which can be withstood only by the best materials and workmanship.

The *Card Index* combines all the advantages which have been mentioned above with the highest degree of accuracy, expansibility, and adaptability. The book system cannot be kept in perfect alphabetical order, and is seldom up to date. The card can be inserted in absolute alphabetical order, and owing to the ease of reference can be kept almost automatically up to date. In addition to recording the ledger folios devoted to a firm, the card can also be used to record the firm's address, the file number, terms for payment, and any other particulars that may be deemed advisable.

By means of cards a subject index can be compiled for correspondence without interfering with the system of filing. For example, it might be considered desirable to ascertain the "strength" of one's *clientèle* from an occupational or trade point of view. (See page 117.)

A card index designed to show a card for each day of the year is the most handy means of recording engagements, of ensuring that prospective customers are "followed up" with suitable letters at the right intervals, for recording the promises to pay made by debtors and sending them letters appropriate to their mode of keeping promises, for showing automatically when insurance premiums and other payments require renewal.

Such a means of record is almost indispensable to the

CHEMISTS

	FILE
J. Barton & Son, 16 Moron St., Leeds.	69
Duncan Clay, 53 High Road, Chiswick, W.8.	84
W. S. Gray, Ltd., Marine Parade, Rothersay.	111



modern doctor now that national insurance is so prominent a feature of his practice and is much quicker both for recording and for reference than the older form of prescription books. Each of his panel patients is allotted a card on which the name, address, insurance number, etc., are recorded. At the time of consultation the diagnosis and prescription are recorded and are always easily accessible.

Similarly, dentists can record on a card the work that is done at each visit of the patient. The cards can be specially designed to minimize the amount of writing necessary. It is evidently much easier and quicker to make out bills from such cards than to hunt through diaries and books for the necessary details.

In the booking office of a theatre it is essential that the same seat shall not be booked twice over. The card

system will guard against this error. Cards are printed showing the plan of the theatre, and one of these is allocated to each performance, no matter how far ahead. When a seat is sold, it is marked off on the card assigned to the date for which the seat is booked, and only by a culpable omission to look at the card, could that seating accommodation be sold a second time.

In a mail order business cards are essential not only for the timing and recording of correspondence and the results but also for the accounting records—in fact, it was in connection with such businesses that loose-leaf accounting systems first came into vogue.

The advertising manager will find a card system the most expeditious means of recording the negotiations that are preliminary to an advertisement—the order to the artist, the inquiry from printers, the order for engraving, receipt of proofs, etc.—as well as the inquiries and orders that follow the advertisement. The same cards will enable him to check the bills that come to him to be passed for payment.

In an estate office card indexes reveal automatically the dates when notices for rent should be dispatched, the insurance premiums due, leases and tenancies falling in, repairs to property.

Every traveller should carry a small card index so that he can record thereon, and refresh his memory as to the names and addresses of his clients and prospective customers, their peculiarities, the early closing day, the dinner hour, demands special to the district, the chief competitors, the limit of credit, and so on.

The system was used at quite an early date in insurance circles, both as a means of record for premiums due and paid and as the necessary unit for valuations.

The use of card rather than paper was a very important element in the appeal of card indexes. Cards of suitable

size and quality can be handled with much greater celerity than paper and will, of course, last very much longer. When a book index is filled the whole has to be rewritten, but there is never any need to rewrite a card index as a whole. As regards privacy and safety, the card index can be as easily locked up as the book. There is the disadvantage that a card may be taken out and lost, but there are arrangements in vogue with the most modern systems whereby a missing card or a card out of place is at once revealed by a simple glance at the index.

The *Kardex* is one of the best of such systems. This consists of shallow fire-proof trays to which are affixed transoloid pockets in such a way that the lower edge of each is left visible. Into these pockets the cards are placed, and the name of the customer or the subject that has been typed *at the foot of the card* shows through without any handling of the index being necessary, whilst if the card has been removed this is infallibly evidenced by the break in the expanse of whiteness. To read the card one just lifts up the pocket and the whole contents are visible. The pocket is hinged so that both sides of the card may be read or written on without removing it from the pocket. Signals can be affixed in order to bring out special features. For example, if the index is being used for the compilation of the pay-roll, a red signal can be used to denote that a man is under notice and that he must hand in a receipt for tools before the pay is disbursed. Again, such a system is of the highest utility to the manager of an engineering or other works. Instead of the none too presentable list of "rush" jobs hastily pencilled out and frequently mislaid, he can have the whole of the jobs in the house listed neatly and visible in one comprehensive glance. It is no more trouble to him to put a red signal against the urgent jobs than it was for him to put three crosses on the old pencilled list—but it is very much more effective. As the jobs get done he removes the red, more

white appears, and that, too, is more efficient than the uncouth crossing-through that used to take place.

The *Bizada* is another of the "visible" card indexes. It caters for the two types of index—the simple list, and the list plus other particulars such as usually contained in card indexes. For the latter the general arrangement is very similar to that of the Kardex, the principle being that of over-hanging cards with the bottom line left visible.

For the simple index such as may be useful for stock records, ledgers, or prices, the Bizada frames are designed to hold narrow pieces of pasteboard $6\frac{3}{16}$ in. wide and any required depth, usually about $\frac{3}{16}$ in. The makers supply these strips in the form of belts held together by linen tape, so that when the item has been typed the strip may be torn off and fitted by slightly bending into the grooves of the frame. Thus the list takes up no more space than is necessary, can be kept always and easily up to date, contains no obsolete information and is all visible. It is just the thing for a list of subscribers, or agents.

The frames can be fitted to a sloping stand for desk work; in steel cabinets, which can be locked; and/or to a ball-bearing standard so that a large number of frames may be within arm's reach of the clerk.

Warning.

When office appliances and systems are under consideration it should always be borne in mind that in connection with them all human nature plays some part, and that what is obtained from them depends largely upon what is put into them. The mere installing of excellent filing equipment will not ensure that a letter is available as required, especially if the conditions in the office are such that no one remains long at the filing. Good human material will often produce excellent results from bad equipment, but bad human material will only produce bad results from excellent equipment.

VOCABULARY

Synonyms—

Excessive, superfluous, redundant, immoderate, intemperate.
 Frighten, scare, intimidate, bully.
 Opportunist, time-serving, temporizing, tergiversant.
 Casual, irregular, accidental, chance, fortuitous.
 Look, see, perceive, observe, notice, remark.
 Avoid, shun, eschew, evade, elude.
 Vile, low, mean, dissipated, churlish, abject.
 Reproach, contempt, contumely, reprobation, obloquy.

Abbreviations—

V.D.	various dates.	wt.	weight.
v.y.	various years.	p.a.	per annum.
w.a.f.	with all faults.	o/p.	out of print.
wk.	week.	P.O.O.	Post Office Order.
mo.	month.	P.O.D.	Pay on delivery.
yr.	year.	c/o.	care of.
%	per cent.	bt.	bought.

PROGRESS QUESTIONS

What are the special features of the *Kardex* Index System ?
 Explain how a card index may be of use in—

- An Engineering Works.
- An Insurance Office.
- An Insurance Agent's Office.
- An Estate Agent's Office.
- A Doctor's Practice.
- A Dentist's Practice.
- A Theatre Office.
- A Mail Order Business.

Describe the Bizada Card Index.

What is meant by vertical filing ? In what respects, if any, is that system superior to others ?

In what businesses is docketing still in vogue ? Describe it.

Outline an organization for dealing with the morning's mail.

EDUCTIVE QUESTIONS

*1. On 18th January, 192., you had delivered to the Receiving Office of the L.N.W.R. Co., Snow Hill, Birmingham, a well-packed crate of glass ware for carriage to Burrows & Co., High Street, Watford. The Company was paid carriage

at C.R. rate and a receipt was obtained. On the 21st, Burrows & Co. write to you stating that two of the rails of the crate had been fractured, and a portion of the contents abstracted, in consequence of which they had declined to sign the delivery sheet, and had set the crate and contents aside pending your instructions. Draft a letter to the Railway Company appropriate to the circumstances. (R.S.A.)

2. Write a letter to a friend in America, describing the most important event which has come under your notice during the present year. (L.C.C. Exam. for Science Scholarships.)

*3. (a) Correct the following sentences, and give reasons for any alterations you make—

(i) A banker seldom rediscounts these bills, they invariably remain in his portfolio until maturity.

(ii) He had neither the courage to do one thing or the other.

(iii) Who are you referring to in your letter of yesterday's date?

(iv) The principal use of bi-sulphides is in breweries for disinfection of casks returned from customers before the latter are refilled and sent out.

(b) Insert the appropriate prepositions in the following sentences—

(i) This machine is not adapted —— the purpose.

(ii) The salary offered is not adequate —— the position.

(iii) I contented myself —— stating the facts.

(c) Substitute single words for the *italicized* words in the following—

(i) This explanation is *capable of being understood by anyone*.

(ii) The resolution was carried *by the consent of all present at the meeting*.

(iii) These markings are *incapable of being rubbed out*.

(iv) Mr. Jones informed the meeting that he was *unable to pay his debts*. (R.S.A.)

4. (a) Paragraph and punctuate the following passage—

here madam Esmond caught sight of her friends tall frame as it strode up and down before the windows and the evening being warm or her game over she gave up her cards to one of the other ladies and joined her good neighbour out of doors he tried to compose his countenance as well as he could it was impossible that he should explain to his hostess why and with whom he was angry the gentlemen are long over their wine she said gentlemen of the army are always fond of it if drinking makes good soldiers some

yonder are distinguishing themselves greatly madam said Mr. Washington and I daresay the general is at the head of his troops no doubt no doubt answered the colonel who always received the ladys remarks playful or serious with a peculiar softness and kindness.

(b) Construct sentences to show the meaning of any *four* of the following pairs of words: affect and effect; prescribe and proscribe; fluent and fluid; verbal and verbose; impressive and impressionable; imperial and imperious; elusive and illusive.

(c) Show where the accent falls on each of the following italicized words: an *august* monarch; an *invalid* charter; a *minute* distinction; an *impious* speech; a much *frequented* club. (Matric.)

5. Write what you consider would be a suitable reply to the following advertisement likely to engage the favourable attention of the recipient—

"Wanted, immediately, capable young clerk for service in Ceylon. Previous experience in shipping office desirable.—Apply, giving full particulars and stating salary required, to X, 1000, Queen Victoria Street, E.C.4." (R.S.A.)

(NOTE: The wording of this instruction contravenes the rule of proximity.)

CHAPTER IX

INDEXING, PRÉCIS AND TELEGRAM WRITING : LEGAL PHRASES

INDEXING, précis and telegram writing are all similar, in that their main object is the expression of the gist or purport of a given subject, without superfluity.

Index.

An index should be tabulated in four columns. The first column contains the number of the letter in the series that is being indexed, and should follow exactly the order in which the letters occur ; preceding letters may be referred to by their number in the series. Enclosures must be indexed separately and referred to as " Enclosure in No " ; i.e. enclosures must not be numbered as part of the letter series, although it may be necessary to give them a separate serial numbering when there is more than one enclosure in a letter, e.g. " Enclosure No. 1 in No. 4," " Enclosure No. 2 in No. 4." The second column gives the date when and the place whence the letter originated. The third column gives the name of the correspondent and the addressee. In the fourth column, the main point of the letter is expressed in a single sentence, introduced by a participle, such as " asking," " stating," " reporting," " inquiring," " acknowledging," " forwarding," " denying," " assuring," " enclosing." The narration should be in the third person, pronouns being used as far as possible instead of the names of the correspondents. (This latter injunction must be broken if its observance would give rise to ambiguity, just as is done in reported speech.)

Note the various meanings of the noun "index," viz.—

1. A classified list or grouping, as the index of a book, or the card indexes referred to above.
2. A brief abstract of correspondence, as just described.
3. Anything that indicates or points out, as the hand of a clock.
4. The fore-finger.
5. The algebraic exponent of a power, as in x^3 . In this last sense the plural is "indices," in the others "indexes."

Précis-writing.

Précis-writing is an excellent test of the ability to comprehend the essentials of a passage, and to express them in vigorous English, apart from all minor considerations embodied in the original. The condensation must be genuine, not obtained through the resort to abbreviations, the clipping of words and phrases, or the omission of the articles. It is by no means a simple art, and can, indeed, be mastered only by dint of practice. Fortunately for the student, instances of the art abound, the summaries in newspapers frequently offering useful examples. Consider the following instance from *The Times*—

U.S. MERCHANT MARINE

RAPID INCREASE MAINTAINED.

NEW YORK, 15 July.

During the month of June American shipyards delivered to the Shipping Board 118 vessels, having an aggregate tonnage of 758,583 dead weight tons. This is an increase of 106 per cent over the figures for June last year.

According to the published figures the American mercantile marine on 30th June comprised approximately 28,300 vessels of 12,800,000 gross tonnage, not counting 56 ocean steamships of 405,000 tons employed as transports. The increase during April, May, and June was slightly over 1,000,000 gross tons. Half of the total tonnage is now registered for foreign trade, the remainder being engaged in coasting trade and on the Great Lakes.

The summary of this, which appeared on another page of *The Times* was—

The American mercantile marine now comprises 28,300 vessels of 12,800,000 gross tonnage. The increase in the last three months was over a million tons.

Method in Précis-writing.

1. Read the passage or correspondence so as to catch its drift.

2. If the first reading has not conveyed the substance of the original, read it again.

3. Read the subject-matter again more slowly, and underline passages that seem to advance the real gist, crossing through words that are redundant or not essential to the main purport.

4. Make brief notes of these salient features that have been underlined, making sure that they are mutually exclusive—that is, that each point which has been noted does really and independently make an indispensable contribution to the inmost sense of the narrative.

5. Weave the précis around these notes with the utmost brevity that is consistent with good English and with fidelity to the meaning that has to be conveyed: it must be very clearly borne in mind that this meaning is not that of the précis-writer, but that of the originator of the passage, and that the former must not alter the weight that has been given to an argument, nor import his own opinions.

Points 1–4 should also be followed in indexing correspondence.

Example.

In order to illustrate the foregoing, it is proposed to make an index and précis of the set of letters on pages 96 and 97.

Underlining. In the first letter the following words and phrases should be underlined: Weekly—five tons of pins—haulage—to G.W.R., Stroud—two motor lorries. A mark should be put on the left-hand side of the rest of the letter to show that it should receive some consideration.

In the second letter, the words to be underlined are: Two hundred pounds—yearly contract—Monday of each week—8 a.m.

No. of Letter.	Date and Place.	Names of Correspondents.	Subject-matter.
1.	17th May, 192.. Painswick, Glos.	The Painswick Pin Co., Ltd., to Stroud Haulage Co.	Requesting quotation for weekly haulage of 2 motor-lorry loads of pins to G.W.R., Stroud, from Painswick factory.
2.	18th May, 192.. Stroud, Glos.	The Stroud Haulage Co., to The Painswick Pin Co., Ltd.	Enclosing estimate of £200 for yearly contract to perform the work mentioned in No. 1 on condition that the loads are ready at 8 a.m. each Monday.
En- closure in No. 2. 1	Do.	Do.	Consisting of the formal estimate referred to in No. 2, and stating the general conditions of carriage.

¹ This was not shown in the examples, but is included here for the sake of completeness.

PRÉCIS.—On the 17th May, 19.., the Painswick Pin Co., Ltd., requested the Stroud Haulage Co. to furnish a quotation for the weekly haulage of 2 motor-lorry loads of pins from their factory to the G.W.R. Goods Yard, Stroud. The Stroud Haulage Co. replied on the 18th May, enclosing an estimate of £200 for the yearly contract to perform the work specified, but stipulating that the loads were to be ready at 8 a.m. on each Monday.

COMMENT. (a) Note the omission, in dealing with the first letter, of the point made therein about the days of the week. It is the concluded arrangement that matters, not the alternatives that were present at the commencement.

(b) Sometimes in indexing there is a fifth column for remarks as to what was done with the letter, e.g. "Secretary to write accepting."

(c) Note how the index facilitates the *précis*.

(d) Note that the appellations of "Secretary" and "Manager" are omitted because they had been used only in a representative sense. If the letters had been addressed personally to those officials, the names and titles of the individuals should be included in the index and *précis*.

Telegrams.

Although telegrams are similar to indexing and *précis* in the need for brevity, they are different in that they do not involve strict adherence to the canons of style, while abbreviations and curtailments are praiseworthy, so long as essentials are retained and there is no ambiguity. They should be written in telegram books whereby two copies are made at the time of writing: one of these should be enclosed with the confirmatory letter that usually follows a telegram—thus obviating the necessity of repeating the telegram in the letter. It is a rule in some firms that a telegram should be replied to by telegraph, and this is a good rule, if followed with discretion.

The subjoined regulations should be memorized—

1. Telegrams are charged at a fixed rate for the first twelve words, including the address (and the name and address of the sender, if they are to be included in the telegram). Every additional word is charged extra.

2. Words not forming part of any modern European language, or Latin, and all unintelligible combinations of letters (e.g. codes) are charged for at the rate of five letters to a word.

3. Words which are ordinarily written as one, or coupled by hyphens, as "mother-in-law," "forty-seven," "warehouseman," are reckoned as one word; so are such names as O'Niel, Macdonald, De la Rue, St. Pancras, and common

abbreviations as *can't*, *won't*, *don't*, *shan't*, and *couldn't* : but double names like *Bouverie-Tracy*, although joined with a hyphen, and other unusual combinations of words, are *not* counted as only one word. All names of towns and villages in the United Kingdom are counted as one word each.

4. Figures are counted at the rate of five figures to a word : a stop, stroke, or the mark of division in a fraction counts as one figure. The symbols $\%$, *a/c*, *b/l*, and *c'o* are counted as one word each ; in other combinations each sign is counted as one word.

Telegraphic Addresses.

It is the custom for business houses to register an abbreviated telegraphic address (this costs only £2 per year) and thus save considerable charges for their correspondents. Five words are saved for its correspondents on each telegram sent to the Chartered Institute of Secretaries. Its telegraphic address is "*Secretaryship-Ave-London*" : this counts as two words, the indicator word "*Ave*" not being charged for, as it is a Post Office indication of the appropriate delivery office. Without such an abbreviated address one would have to write : "*Chartered Institute Secretaries, 59a, London Wall, E.C.*" This counts as seven words, the initials of the postal district being exceptionally counted as one word whereas all other initials (excepting the groups "*H.M.S.*," "*A.M.*," and "*P.M.*" which are each counted as one word) are each reckoned as a separate word.

Telephonic Addresses.

Telegrams may also be addressed to the telephonic addresses of Exchange subscribers for delivery by telephone, e.g. "*Jones, Stafford 245*," "*Jones, Putney 245*." This arrangement is particularly helpful when it is required to send a message at night and the Local Telegraph Office

is closed. (The Local Telephone Exchange must still be open, however, if this method is used.) Messages are probably received quicker this way than by ordinary delivery. The portion of the cost due to the use of the telephone is of course borne by the addressee. Written copies of telegrams thus delivered by telephone are sent by post to the addressee in daily batches without charge.

Express Messages.

One of the most expeditious and cheapest ways of sending a message up to the limit of about 35 miles is for the sender to telephone the Express Delivery Post Office nearest to the addressee and dictate the letter. The message will be taken down, repeated to the sender by the Post Office official in order to ensure accuracy, and then delivered by express messenger. The cost is simply that of the usual express delivery fee, plus the cost of telephoning, and the message may consist of 30 words. If the message exceeds that number, each additional 30 words, or part thereof, is charged for as a separate express letter. Thus, assuming that the sender is not a telephone subscriber and therefore uses a Public Call Office, the charge for a message of 30 words would be 2d. telephone charge, plus 6d. express delivery fee (assuming that the distance from the receiving Post Office to the addressee is not more than a mile), totalling 9d., whereas the message by telegraph would have cost 2s. 6d., and would very likely have been delivered no earlier. A trunk call up to 35 miles adds another shilling to the cost. The Express Message system is seldom used, probably through ignorance of its existence.

Letters by Rail.

To obtain dispatch of letters late at night after the last postal collection has been made—sometimes a necessity—the best plan is to hand the letter in at the nearest railway station. The envelope should be addressed in the

ordinary way, but with sufficient room left for the addition of two extra lines as follows—

“ To.....¹..... Station ”
 “ (To be posted on arrival).”

The letter will be put on the next train going to the station indicated, and from that station will be transferred to the nearest letter box for delivery by the postman in due course.

In addition to the cost of the usual postage stamp, a fee of fourpence is charged by the railway company. Letters sent by this means must not exceed three ounces in weight. If the letter had been sent by express post, the charge would have been at least 8d. Knowledge of local conditions is necessary before one can definitely decide which of the two methods is the better to adopt in a particular instance.

Legal Phrases.

There are certain legal phrases which should be understood, as they are often used in commercial transactions.

De Facto. In fact, in reality.

Ex Parte. On the part of.

In Forma Pauperis. A legal suit by a poor man, who is excused from fees.

Bailment. The delivery of goods on trust as, for example, to a carrier.

Ab Initio. From the beginning.

Caveat Emptor. Let the buyer guard his own interests.

Tort. A civil wrong independent of contract, as when a negligent driver injures a pedestrian.

Dies Non. A day on which judges do not sit.

Ultra Vires. Beyond one's powers.

Respondeat Superior. The principal is liable for the acts of his agent.

¹ Here the sender will insert the name of the station nearest to the actual residence of the addressee.

Testator. One who makes a will.

Executor. One appointed to carry out the terms of a will.

Probate. Certified copy of a will, which has to be obtained from Somerset House before the executors can perform their chief duties.

Letters of Administration. Official authority given by the Court to (usually) the nearest relative, to administer the estate (property) of a person who died without making a will, i.e. intestate.

Administrator De Bonis Non. Person granted letters of administration authorizing him to administer the remainder of an estate, as when the executor or a previous administrator had died or become insane.

Administrator Cum Testamento Annexo. Administration with the will annexed. Here the deceased had made a will, but omitted to appoint any executor.

Administrator Pendente Lite. Person appointed to administer an estate pending litigation that has been instituted concerning it.

Surety. Administrators appointed by the Court have to provide surety for the due and faithful discharge of the duties with which they are entrusted. This may be done by their lodging a *fidelity bond*, obtained on payment of a premium from an insurance company, as part of the general business of guarantee insurance. Trustees, managers, and receivers in bankruptcy, and many officials appointed by public authorities are similarly called upon to provide surety (or security). It is now common in commercial houses to require such guarantees on the part of cashiers, and in others there is a *collective guarantee* insuring the company against fraud or embezzlement on the part of all the servants named in the policy.

Quorum. The number of the members of any body sufficient to transact business.

Sine Die. Indefinitely.

Subpoena. A writ commanding attendance in a court.

Estoppel. A rule of evidence whereby a person is prevented or estopped by his own acts or words from denying certain facts or the validity of certain documents.

Deed. A Specialty Contract which is not only reduced to writing, but is executed under seal and delivered. This is the most important instance in which estoppel operates for a party to a deed (one who has executed it) cannot afterwards maintain that certain statements made in the deed are untrue.

Deed Poll. A deed poll is a unilateral deed executed by only one party (e.g. a deed of gift), as distinct from an *Indenture* which is executed by two or more parties, such as buyer and seller.

Escrow. A conditional deed which only becomes operative when the stated condition is fulfilled.

Chose in Action. Personal rights to property that can be enforced only by legal process, not by physical possession, e.g. book debts, rights acquired under a bill of exchange, legacies, stocks, shares, and insurance policies.

Bona Fide. In good faith.

Uberrimae Fidei. Of the utmost good faith. In certain contracts, e.g. those of insurance, the parties are bound to make full disclosure of every material fact, whereas in ordinary commercial transactions the attitude of the Court is *caveat emptor*, explained above.

Prima Facie. At first sight, on first consideration.

Force Majeure. Unavoidable compulsion or necessity.

A Posteriori. From the effect to the cause.

A Priori. From the cause to the effect.

SPECIMEN ANSWERS TO EXAMINATION QUESTIONS

Question—

Do you consider the use of post cards permissible or advisable in business? If so, give examples of communications suitable for a post card. Furnish also examples of

communications which in your opinion should only be conveyed by means of a letter. (C.I.S.)

Answer—

As post cards are especially liable to be read by persons other than the addressee they should certainly not be used for any communication of a personal or responsible nature. They should therefore not be used for such purposes as—

Forwarding or accepting estimates ;
Requesting payment of account ;
Giving references ;
Making complaints ; or
Conveying the policy of the firm.

For simple acknowledgments in which the nature of the business is not disclosed the post card is both suitable and economical, but even then the post card should bear printed instructions to the postal authorities as to return to the sender in the event of non-delivery. Such an acknowledgment might be worded thus—

The Secretary acknowledges the receipt of your letter dated —, the subject of which is receiving his attention.

This form could be usefully employed when, owing to the need for investigation, it is impossible to answer a letter without delay. Where the communication is of a routine nature that does not call for any specific reply, but is yet of sufficient importance to necessitate the intimation of safe receipt, e.g. printers' proofs, the post card might be worded—

We are in receipt of (PROOFS) for which we thank you.

Question—

Explain how a Card Index may be of use in connection with documents kept in your safe. Give examples of cards relating to three of the following—

- (a) An Agreement.
- (b) A Lease.
- (c) A Mortgage Deed.
- (d) A Policy of Insurance. (C.I.S.)

Answer—

It is not desirable that important documents should be handled every time action has to be taken in connection with them : such handling can be avoided by writing the essential particulars in a card index—a practice which also fits in better with a sectionalized system of work.

Location of
Original *A/31.*

Card Index No. 93

TRAVELLER'S AGREEMENT.

Name *Finch, John Howard*.....
 Address *22, Kitto Road, Nunhead.*
 Area *Kent*.....
 Terms *£150 p. a., plus 1½ per cent on net sales*
 3 months' notice.
 Restraint of Trade Clause.
 Bond £250. Ocean I74655. Card No. 177.
 Dated..... *7th May, 19...*

Location of
Original *L/44*

Card Index No. 95

LEASEHOLD AGREEMENT.

Property *32 Outram Road, East Ham*
 Term *50 years expiring Lady Day, 1972*.....
 Conditions *Repairing*
 Right of Way and Ancient Lights at rear
 Cost *£180*.....
 Ground Rent *£3/10/0 per year*.....
 Payable Midsummer and Christmas.....
 Ground Landlord *Charles Bruton, Esq.,*
 6 Myrtle Avenue, Chiswick.....
 (Solicitors: Garland Wells and Bray,
 8 Adelphi Terrace, W.C.2.).....
 Dated *23rd March, 19...*.....
 Insurance *£200. Sun. I456378. Card No. 233*....

Location of Original	P/45	Card Index No. 233
FIRE INSURANCE.		
Office	Sun, Threadneedle St., E.C.2.	
Policy No.	1456378	
Premium	5/- per annum	
Amount Insured	£200. Building only	
Conditions	Usual. No endorsements	
Account	Sec/Inv. 46	
	Due Lady Day	
Card Index of		
Property	95	
Broker	Samuel Siviter, 28 Gracechurch St., E.C.2.	

—

Question—

The recently appointed Manchester agent of your company is doing less business than was expected, and, moreover, is not sending regular reports. Write an official letter to him.
(C.I.S.)

COMMENT. The main requirement in answering this letter is tact. Any approach to "nagging" should be sedulously avoided. The object of the letter is to make the agent more productive, and this will not be achieved by discouraging him or making him discontented. He may be working on a part-time commission basis, so that the company has no effective hold over him. He has been appointed only recently, and therefore is quite likely to experience greater difficulty in meeting competition than older agents of the company. The question does not call for any extreme action, calculated to result in the resignation of the agent: it is better for the company to be procuring a little business from Manchester than none at all. The failure to send in regular reports must, however, be dealt with firmly.

Solution—

60 FORD STREET,
LONDON, E.C.2.
5th October, 19..

Ref. Agency/169.

Mr. Edgar Shuter,
16 Horns Cross,
Manchester.

Dear Sir,

We have pleasure in enclosing cheque for £35 in settlement of the commission due to you on business introduced during the past quarter.

We hope that in the future our quarterly cheques to you will be for considerably larger sums; and it may encourage you in your efforts to fulfil our expectations to learn in confidence that the average quarterly cheque sent to the Manchester agent during the past five years amounted to considerably over £100.

It has been difficult for us to follow your progress, as you have omitted to send the regular reports arranged for on your appointment. Such reports are an essential part of our selling scheme, and are as valuable to you as they are to us, because our Advertising and Sales Manager is enabled thereby suitably to second your efforts, which he cannot do if uninformed of your movements and results. We trust that there will be no further lack of co-operation in this respect.

One of our Directors, Mr George Barber, who is personally known in your area, has requested to be informed of any special difficulties with which you are being confronted and has offered, should the circumstances warrant it, to meet you in Manchester to assist you in overcoming them. We shall be glad, therefore, if you will advise us immediately of any such obstacles: you may confidently rely that no reasonable support will be withheld.

Yours faithfully,
per pro. Jones & Co., Ltd.,
E. Harrison,
Secretary.

CRITICISM. (a) It should be noted how the agent's and not the company's point of view is kept to the front. Hackneyed phrases such as "We are disappointed to find" have not been admitted, but the prospect of the company helping the agent to earn more money is unfolded.

(b) Instead of irritating the man by referring to the omission of reports as a "breach of the appointment," the agent is asked to co-operate in the matter—a much more persuasive expression—and is shown why it is to his own advantage to do so.

(c) The last paragraph gently insinuates that owing to his personal acquaintance with the local connections, the director is not entirely without information as to the circumstances of the district or as to the activities of the agent. This is only implied, but it is discreetly stated that the director is prepared to give the agent the benefit of his local knowledge. Thus, the way is open to the agent either to show genuine reasons for the decline in business or to determine that he will prove to the company in his next quarter's returns that he is a really live agent, needing no assistance from the director or anybody else.

(d) A question of this kind cannot be answered adequately in a few lines. The training and control of agents is a very important part of the duties of the Head Office. Success in the field is largely the result of bold and cheerful planning at headquarters, and unbroken maintenance of communications and supplies ; the necessary co-operation of the units is stimulated by the knowledge that there is adequate support to be obtained in case of emergency.

Question—

Write a telegram (not exceeding twelve words in the body of the message) to an agent, with instructions how to act, and confirm by letter, elaborating the instructions given.

(C.I.S.)

COMMENT. The examinee is given very wide scope in this question. Let him think out some easy case in which an agent would require telegraphic instructions, and

prepare the message on the paper he has reserved for rough work. (This applies also to the next example.)

Solution—

Brown Hyde Villa,
Poultry, Northampton.

Accept subject strike, etc., clause and your commission halved monthly settlement.

Pandora.

TRUNDLEYS Road,
BRISTOL,
16th October, 19..

Ref. C.23/814.

Mr. D. T. Brown,
Hyde Villa,
Poultry,
Northampton.

Dear Sir,

re Almond & Sons' Contract.

Confirming the telegram dispatched to you to-day, and replying to your letter of yesterday's date, we are prepared, in view of the existing depression of trade, to accept Messrs. Almond & Sons' offer of £2 (Two pounds) per 1,000 tins, as previously supplied, on a contract to supply 200,000 such tins during the year, 19.., in batches as requisitioned; subject to the contract containing the usual clause protecting us against failure to deliver through strikes, lock-outs, riots, etc. Last year's contract contained no such clause, probably through an oversight.

As these terms are so competitive as to leave us with practically no profit, we should require Messrs. Almond & Sons to make a net settlement monthly, instead of quarterly, as heretofore; and we can only allow you a commission of 5 per cent on this contract.

Please advise us as to whether these terms are accepted.

Yours faithfully,
per pro. Herold & Co., Ltd.,
G. Herold,
Secretary.

Question—

A factory belonging to your company has been destroyed by fire. Draft a cable to one of your Directors, who is abroad, arranging contracts for the sale of the company's

manufacturers, advising him of the fire. Write a letter confirming your cable. (C.I.S.)

Solution—

Hainsworth Hotel Montana
Rio de Janeiro

Fire destroyed Greenford factory Postdate deliveries fortnight
Alford

CAXTON HOUSE,
WESTMINSTER, S.W.1.
4th January, 19..

Ref. Sec./F.A.
George Hainsworth, Esq.,
Hotel Montana,
Rio de Janeiro.

Dear Sir,

In confirmation of my cable to-day, I regret to state that the Greenford factory was completely destroyed by fire last night.

The cause has not yet been ascertained, but I have, of course, notified the Insurance Company.

Mr. Jones has been able to accommodate twenty of the workmen at the Hayes factory. The remainder of the Greenford workpeople have been thrown out of work temporarily.

I have ordered six Army huts from Hounslow, and machines to replace those that were destroyed. The huts will be brought along to-morrow, and I shall be able to find work for some of the Greenford workmen in making the necessary alterations, foundations, etc.

I have also ordered a full stock of raw material, and fully expect to have resumed the normal output in a fortnight from to-day.

Trusting that these arrangements will meet with your approval,

I am, dear Sir,
Yours faithfully,
Thomas Alford,
Secretary.

PROGRESS QUESTIONS

Distinguish the meanings of the word "index," giving the correct plural in each case.

Write a précis of the section dealing with letter headings in Chapter VII.

How may telephonic addresses be used in connection with telegrams?

Explain the procedure for dispatching letters (a) by rail, (b) by express messenger.

Give instances of abbreviations and of compound expressions that are counted as one word in telegrams.

EDUCTIVE QUESTIONS

*1. Discuss the use of the telephone in business, its advantages and limitations. (C.I.S.)

*2. Write a letter to your directors asking their approval of a certain course of action suggested by the chairman.
(C.I.S.)

3. Condense the following into telegraphic form: We regret to find on opening up the 10 cases of glass delivered here yesterday that 10 per cent of the sheets are broken, 50 per cent show bubbles, and nearly all are badly scratched. Will you please instruct your London agents to inspect and report to you upon this delivery, because we shall have to claim upon you for $33\frac{1}{3}$ per cent of the amount of your invoice—the balance representing our estimate of the value of the glass as it stands. (R.S.A.)

CHAPTER X

THE DISPATCH OF CORRESPONDENCE

IN chapter VIII the work of the postal department was considered up to the point where the clerks had supplied the necessary data for a summary of the morning mail—that is to say, up to the time when the correspondence and other clerks have not long started their day's work. How should the staff of the postal department be employed from this time up to about 4 p.m., when letters for dispatch come pouring in from other departments?

Filing Duties of Postal Staff.

They should be employed on filing. The methods adopted for the preservation of documents should receive earnest consideration: it does not follow that the methods best for one business are necessarily the best for another of different type—far from it. Where a large proportion of the incoming mail is received from regular correspondents, such as agents, branch managers, and the like, it will be best to have a filing system for these quite distinct from that under which the letters from miscellaneous correspondents are filed. The plan adopted for the regular correspondents might very well be a combination of the geographical and numerical systems of classification.

Consider, for example, the case of a large multiple-shop company, with retail branches all over the country. Managers come and go, but the shops are comparatively permanent. The only way, then, to ensure *continuity of record* is to ignore the name of the manager and make the shop the unit, that is to say, to adopt a geographical basis. But the geographical basis, pure and simple, is not sufficient for a really large business. This, in its simplest form, is arranged like a gazetteer, and if this were

adopted it would lead to correspondence from managers at places like Chesterfield and Cheltenham—which have no special relationship to each other—being placed near each other in the file. This might not matter so much in the actual filing, but it might be inconvenient as regards the organization of the office. It does not follow because these two places begin with the same letter that the accounts from the managers there should be kept by the same clerk. He could hardly familiarize himself with all the local conditions relating to places so far apart as Chelmsford, Chesterfield, Cheltenham, and so on. The county basis is therefore better, and the shops should be assigned a number, prefixed by the initial representing the county. Thus, if there are three shops in Dartford (Kent), these might be allocated the symbols K1, K2, K3. If there is another shop at Crayford (Kent), this might be numbered K4, and so on. All the branches will be organized on this basis, and the managers will be instructed to use these symbols at the head of all their letters and accounts, requisitions, paying-in slips, etc. The filing must follow on similar lines.

Delay in Correspondence.

If it were possible to make an accurate computation it would probably be found that there is more delay in dealing with correspondence owing to the vagaries of principals than through any lack of zeal or efficiency on the part of employees. Some principals have the habit of leaving the office, ostensibly for business purposes, and returning after some three hours full of energy and ready to make up (or, rather, try to do so) for the loss of three hours' invigilation and steady application to business. They have been discussing form, playing snooker, or snoozing at their club or at the "Mecca," until it occurs to them to find out what those fellows have been doing. Meanwhile those fellows have been getting more and

more irritated because they cannot get on with their work as the chief has omitted to pass on to them essential information. The hustling chief finds that the letters are not ready for his signature, but refuses to admit that that is his own fault ; recriminations ensue ; the fellows get hotter and hotter ; and, in fine, the leisurely afternoon is amply offset by the hectic evening.

It is not the snookering in the " Mecca " that matters : that may be in its way quite a useful means of indirect business propaganda ; and, providing there is a sound organization left behind, it may very likely be better for all parties that the principal should not spend a great deal of his time in the office. The proviso, however, is all-important : it is not a sound organization that has failed to make adequate provision for the immediate conveyance of facts to the individuals who need them.

Correspondence in Suspense.

The head of each section or sub-division will keep a *suspense file* for correspondence that is still in progress. This need only be a small vertical file, with guide-cards numbered from 1 to 31, and others headed with the names of the months. If a clerk writes to K4 on the 1st January asking for particulars of the cheese in stock and expects a reply on the 4th January, then he will insert a copy of the letter behind the guide-card number 4. When the 4th of January arrives he looks at his suspense file and finds that a reply should have been received ; if it has not been received he sends a reminder and puts a copy of the reminder in the folder for the next day. Notes can also be placed in these folders to remind the clerk of any work that has to be attended to on a particular day.

Completed Correspondence.

Correspondence that is completed is sent with the copies to the postal department. There it is handed over to the

clerk who attends to the filing of the division concerned. This clerk should take the batch of letters to a set of numbered pigeon-holes and rapidly sort them according to the *symbolic (or reference) numbers*. They should then be gathered in serial order, and each set, e.g. K4, can then be placed in date order in the respective vertical folder.

Miscellaneous Correspondence.

This will not, as a rule, be attended by the divisional correspondents. Much of it will be dealt with by the secretarial staff, who will keep their own files. The rest of it will be filed by the postal department in alphabetical order. It is first sorted into a set of pigeon-holes, lettered A to Z, then each set of letters is filed in its appropriate file.

The reason for the secretarial correspondence being filed separately is that it is largely of a private nature, e.g. relating to staff, investments, shareholders, and so forth. Nothing is to be gained by mixing it with correspondence relating to manufacturing or trading.

Preparation for Dispatch of Letters.

The filing of any miscellaneous work entrusted to the postal department should be completed in good time to enable the staff to devote its energies to preparing for the day's dispatch. As regards the regular correspondents, e.g. branch managers, envelopes of suitable sizes will be ready printed with the addresses and symbolic numbers. The clerks insert one envelope for each of these correspondents in a pigeon-hole bearing the appropriate symbolic number.

The outgoing correspondence should be sent in desk baskets or boxes, or in portfolios, from the respective departments, and handed to the postal clerk who is responsible for the particular division. The letters are then appropriately folded and those to regular correspondents (see above) are sorted into the pigeon-holes.

All envelopes are passed along to juniors for weighing and stamping in the sight of the supervising clerks and deputies, who count and book the total of stamps used. Finally, all the letters are carried away in sealed sacks to the nearest Branch or Head Post Office. The secretarial department sees to the dispatch of its own letters. The envelopes for the miscellaneous outgoing letters should be prepared by the typists, who should insert the appropriate letters (after the latter have been duly signed) and any enclosures that may be necessary. The envelopes should then be sealed and sent to the Postal Department for stamping and posting.

Enclosures.

Much irritation is caused in the commercial world by the omission from an envelope of enclosures referred to in the covering letter. One device to obviate this is to put a reminder underneath the reference number, e.g. *Enc. (2)*, meaning that there are two enclosures to be placed in the letter. In the hurry of folding, sorting, and inserting a large mail this little reminder is frequently overlooked ; consequently the practice is growing of affixing a coloured label of the word ENCLOSURE. The difference in colour arrests the attention more easily, and it is also possible to have the labels printed in different colours to correspond with the different types of enclosure to be inserted. The enclosures themselves should bear a similar label and the name of the addressee.

Use of Window Envelopes.

It should be noted that samples and articles in transparent or "window" envelopes, are not admitted for foreign and colonial post. Where only the panel in an envelope is transparent, no objection is raised providing (1) the transparency is sufficient for the address to be perfectly legible, even in artificial light ; (2) the

transparent panel forms an integral part of the envelope, is parallel to the longest side, does not interfere with the application of the date stamp, and will take writing. Under those conditions, the articles may be registered.

Certificates of Posting.

Certificates of posting may be obtained when unregistered parcels are posted, in order that compensation may be claimed if the parcels are lost in the post. There is no charge for these certificates. These are usually embodied in Parcels Receipt Books.

Gumming Machine.

Where the nature of the business necessitates the forwarding of many parcels, it is advisable to employ a gumming machine for parcels weighing up to 3 lb. or 4 lb.; heavier parcels could be so treated if delivered by hand. This machine is very simple: it enables a strip about an inch wide and any required length of strongly gummed brown paper to be neatly torn off and wetted at an affixed pad for attachment to the flaps and interstices of a parcel. This is quite effective for parcels of small weight, it saves string and time, and is easier and neater than tying.

Folding Machines.

Folding machines can be obtained capable of folding 4,000 documents an hour, but can only be recommended where there is a large number of letters or circulars of uniform size to be dispatched.

Advertisement Stamping Machines.

The office arrangements for the affixing of stamps are often open to the criticism that they are unhygienic, wasteful, and lend themselves to petty pilfering. Where the post is small there is not much point in this criticism, but in other cases it is cleaner, quicker, and more accurate

to use a stamp affixing machine. The stamps have to be bought in rolls, and after these have been placed in the machine envelopes can be stamped by a process similar to that of a numbering machine. The number of the stamps used is shown automatically, and it is possible to arrange for the machine to cancel the stamps at the moment they are affixed.

The latter device is not of much use except where there is a large number of National Health and Unemployment cards to be stamped ; but an extension of the idea bids fair to have a much wider adoption. This is the *franking machine*, which prints an official "postage paid" impression on the letter at the same time as it prints some advertising slogan appropriate to the firm using the machine. The scheme has been made familiar to the public through its adoption by the Post Office as part of its cancellation arrangements, the slogan "British Empire Exhibition, 1924," being used for this purpose. This is undoubtedly the cleanest method of stamping, but requires more capital expenditure.

Copying Letters.

A copy of every outgoing letter should be made, and so filed that it is available for immediate reference.

Some employers, usually in a small way of business, still adhere to the method of copying letters by means of a COPYING PRESS in a letter book, urging—

1. A facsimile copy, including any alterations made by the person signing the letter, is produced.
2. The copies, being bound together, cannot be lost, and the letters are preserved in chronological order, whereas loose sheets may be lost or destroyed.
3. The letter-book would be accepted as legal evidence. As against this may be said—

1. Several excellent copies can be produced by the CARBON METHOD at the same time as the letter is written.

and, being on loose sheets, they may be readily filed with the papers to which they relate. To prevent any legal difficulty the filing copy can be initialed by the person who signs the original, and in some offices this is the custom.

2. The copies in the copying-book are frequently imperfect, and the originals are sometimes spoilt by an excess of water.

3. The copying-press method is more costly, and involves the keeping of an index.

Modern mechanical letter-copiers are claimed to combine the best of both methods, by enabling two loose facsimile copies to be obtained, and freeing the typist from having to deal with carbon copies.

Duplicating.

When a dozen or so copies of a letter are required these may be obtained by typing the letter three times, taking three clear copies each time. If the typewriter is reckoned as part of the normal office equipment, the only cost of copies done by this method is that of the paper on which they are made, the carbon paper and the time involved by the two additional typings.

Where 50 or 60 copies are required, the *hektograph* method is the most suitable. The apparatus is very simple. A shallow tray of prepared gelatine is required, and a bottle of hektograph ink; total cost less than ten shillings. Using the special ink, one writes out the original matter on good non-absorbent paper. When this is dry it is placed, ink downwards, on the gelatine and lightly pressed by a roller or by hand. The gelatine absorbs the letter as a negative, and positive copies may be obtained (after allowing five minutes for the absorption) by simply placing paper on the gelatine with a gentle pressure. The ink may be obtained in various colours, and in the hands of a capable penman, providing all the materials are thoroughly clean, work of the highest artistic merit can be produced. The

charm of the hektographed copy is that the quality of individuality is more pronounced in it than the quality of mechanicalism.

When the copies have been taken the ink should be immediately washed off the gelatine with warm water.

The *cyclostyle* method is simple, and suitable for about 120 copies. The initial cost is greater than that of the hektograph, and the copies are not artistic. The essential features of the process consist of a frame, which enables a wax stencil sheet to be stretched tightly over a flat metal bed. On this wax sheet the circular is written by means of a special stylographic pen, which cuts away minute portions of the wax. The frame is lifted on its hinge, paper is placed on the bed, and the frame is returned to its former position. Cyclostyle ink is "rolled up" on a board, and the roller is passed over the stencil. The ink penetrates through the portions of the sheet that have been thinned by the action of the pen, and so a copy of the circular is pressed on to the paper.

The *mimeograph* as used for handwritten copies is essentially the same as that just described, but is capable of much greater possibilities. The stencil can be "cut" by the typewriter, and by the aid of a *rotary multiplier* the stencil is inked automatically by simply turning the handle attached to the circular frame. This rotation can be effected by electricity and an automatic feed for the paper can be installed. By these devices copies can be obtained at the rate of about 100 a minute, up to a total of about 5,000. The copies can be counted as produced by means of a recording attachment.

It is possible to obtain any number of copies within reason by the use of a *Multigraph* machine. The letter is set up in type and printed through a very wide typewriter ribbon. When the cylinder is revolved by hand a large number of copies an hour can be obtained, but if driven by electricity a speed of 6,000 an hour is attainable. There

is a heavy initial outlay for the machine, and a special operator to work it is necessary ; so that unless one is very frequently sending out large numbers of circulars, the contents of which it is important to keep as private as possible, it will not pay to install it. It is a very helpful component of the office of a large political party, trade society, or Government department.

Excellent work in various colours is produced on the *Gestetner Rotary*, but there is the great drawback that the stencils are cut by the makers, which adds to the time factor and detracts from the privacy factor. The charge is about 12s. 6d. for a foolscap stencil, from which, it is claimed, 3,000 copies can be produced.

Providing that the desire for privacy is not extremely prominent and that the circulation required is about 1,000 (or more), *Printing* is the best method.

Addressing Machines.

These are a necessary aid to the rapid dispatch of circulars, when the same sets of people are being frequently addressed. There are various makes, but with the most modern it is possible to make the stencils in one's own office. These can also be used as an index, the machine being arranged so as to obscure any information which it is not desired to print. The machine should be fitted with selectors so that certain classes can be omitted from a circularization, e.g. it might be required to circularize only the abstainers in a list of participating policy-holders, as when sending out the bonus certificates. It should also be possible to arrange for the address to be repeated when it is required, as at the top and bottom of dividend warrants, and for additions to be made to the stencils. Estimates as to the number of addresses an hour that can be printed by means of these machines vary up to 10,000.

Dictating Machines.

The *Dictaphone* is an aid to the dispatch of individual correspondence, because both dictator and typist can work independently and at their own speed. The dictator speaks into what is equivalent to a phonograph, and his letter is recorded on a revolving wax cylinder. The typist simply places the cylinder on what is equivalent to a gramophone and hears his master's voice. There is therefore no difficulty of transcription.

It is not suitable, however, for letters requiring literary charm and extreme accuracy, as it fosters a "platform" style and presents difficulties of correction to both dictator and typist.

Commercial Terms.

Arbitrage. Buying goods or securities in one market and telegraphing to an agent in another market (where they are dearer) to sell them.

Agio. The difference between the real and nominal value of money.

Debenture Trust. The deed vesting certain property in trustees, who are given power of sale in the event of the company making default. A debenture (i.e. the acknowledgment of debt by a company) usually contains either a *floating charge* on the company's property as a whole, or a *specific charge* on some particular part of the business.

N.B. Debenture also means a certificate given by the Customs to the exporter of excisable goods, entitling him to receive "*drawback*" (i.e. the customs duties which he had previously paid).

Scrip Certificate. This is a preliminary certificate for a fully paid-up share, when the whole of the money has been paid previous to the registration of subscribers; this is exchanged for the proper share certificate, as soon as the company is floated. It may also mean a certificate for instalments of money paid on the shares of a company,

when the whole amount to be paid has not yet been called up ; this is exchanged for the proper share certificate on completion of payment of all the " calls."

Moratorium. An extension of time allowed by the Government of a country for the payment of debts.

Contraband. Prohibited or smuggled goods.

Tale Quale. Goods sold " *to arrive* " must, in accordance with this term, at the time of shipping be equal to the sample on which they were sold, but the buyer takes the risk of damage or deterioration during transit.

Quarter Days. Lady Day, 25th March ; Midsummer, 24th June ; Michaelmas, 29th September ; Christmas, 25th December.

Assurance. The use of this term is nowadays technically restricted to the provision against an event that is bound to occur, e.g. death ; whereas *insurance* denotes provision made for a contingency which may, but is not bound to, arise, e.g. fire, burglary, accident. *Re-insurance* is often adopted by companies who have assumed very large risks. To protect themselves against too great a loss, they re-insure a portion of the risk with other companies. This must be distinguished from *Double Insurance*, which simply means that the person insured has taken policies for the full risk in more than one office. As most insurances (life assurance being a notable exception) are simply *contracts of indemnity*, i.e. undertakings to recompense the insured to the actual extent of his loss up to the amount insured (not undertakings definitely to repay a given sum), the policy-holder does not gain by double insurance. Example : If " A " is insured against fire for the sum of £300 in each of two offices, and a fire breaks out on his premises causing £100 damages, then each of the offices will contribute £50 of his claim. This is called the principle of *contribution*.

Subrogation is a principle of insurance law whereby on paying a claim to the insured the insurer (the company)

becomes possessed of the rights of the insured in the subject upon which the claim was brought. For example, Doe holds a personal accident policy ; he is knocked down by Roe while the latter is driving his own motor-car. Doe recovers his expenses, etc., from the insurance company, but by the principle of subrogation the insurance company is entitled to sue Roe in the name of Doe and repay itself the claim out of the damages awarded by the Court against Roe. If after recouping itself the insurance company has any balance left from the award, the company must hand over any such balance to Doe.

Ton. 2,240 lb. ; Short ton (American) = 2,000 lb. ; Measurement ton = 40 cub. feet ; Register ton = 100 cubic feet.

Representation is a statement or assertion made at the time of entering into a contract. It is not stated as a certitude, but as something which the maker has every reason to believe true. A contract entered into on the strength of such representation would not be automatically voided in the event of the statement proving to be untrue.

If in such circumstances a statement was made that was knowingly false or without any grounds to support such an important statement, it would amount to *misrepresentation* or even *fraud*. In such a case the contract would be voidable and there would very likely be a cause of action against the delinquent party.

A *Warranty* goes deeper : it is a solemn assertion of fact, and if this assertion is proved to be untrue the other party can bring an action for damages against the assertor ; it is not necessary for him to prove that the assertor knew the fact to be untrue.

A *Guarantee* is a legal undertaking by one person called the Guarantor or Surety to indemnify another party (called the Principal) in the event of the default of a third person (called the Debtor). The agreement must be expressed in writing, and it is invalidated if the Principal

alters his relations with the Debtor without the Guarantor's consent.

An *Indemnity* is an undertaking by one party to recoup the loss which another party may sustain through a specified contingency, e.g. a fire or wreck.

A *Contract of Affreightment* is a contract to carry goods to their destination on payment of freight. A *Charter-Party* contracts for the whole cargo-space of a ship ; a *Bill of Lading* contracts for a portion only of the ship's cargo-space.

Negotiable Instrument. A document the property in which can be acquired by a person who takes it *bona fide* and for value even if the transferor had no title to it ; *provided that* it is *in such a condition* that the contract contained in it can be transferred by mere delivery.

VOCABULARY

Name, title, designation, appellation, denomination.

Name, nominate, propose, advocate, suggest.

Illogical, fallacious, contradictory, deceitful, false.

Beg, beseech, pray, desire, implore, long for, petition.

Signalize, distinguish, emphasize, separate.

Whole, entire, complete, total, integral.

Happiness, prosperity, welfare, well-being.

Terse, brief, short, concise, succinct, summary.

Fear, apprehend, dread, doubt, halt.

Austere, rigid, severe, rigorous, stern, forbidding.

PROGRESS QUESTIONS

What is the best mode of filing miscellaneous correspondence?

How is a suspense file used ?

Outline a filing scheme which combines two bases.

Is it necessary to keep copies of all correspondence ? Give reasons for your answer.

Explain a mode of procedure for rapid disposal of the outward mail.

What mode of address would you use when writing to an Earl, a Baronet, a Doctor of Laws, the Lord Mayor of London, a Bishop, a Councillor ?

Explain the meanings of : Austere, meticulous, herculean, recriminations, fane, *a posteriori*, esoteric, subrogation, indemnity, contribution.

Describe briefly the objects of Sinking Fund and of Consequential Loss policies.

Give synonyms for : Eschew, irregular, churlish, abject, propose, temporizing, prosperity, violent, redundant, observe, petition, stubborn.

Explain the following abbreviations : V.D., %, mo., stet, q.v., qto., Id., w.f., w.a.f., P.O.O.

What is meant by : Estoppel, Administrator De Bonis Non, In Forma Pauperis, Caveat Emptor, Tort ?

EDUCTIVE QUESTIONS

1. Discuss shortly the essentials to be aimed at in writing a business letter. Illustrate the chief points of your answer by a specimen letter. (C.I.S.)

*2. Give a short description of two office labour-saving devices and explain their practical application. If possible, give examples from your own experience. (C.I.S.)

3. Discuss the relative merits of copying letters in a book and taking carbon copies. (C.I.S.)

*4. Your company has just made a public issue of shares. Write a reply to a complaint that the List was closed before the writer had an opportunity of subscribing. (C.I.S.)

5. "Owing to breakage of machinery, we are sorry to state that we shall not be able to send your goods for three days." Condense this into a telegraphic message of 12 words and draft confirmatory letter. (L.C.C. Sessional.)

*6. A business man receives a substantial order from another business man, previously unknown to him, who has omitted to say anything about payment. Draft a letter appropriate to these circumstances. (R.S.A.)

CHAPTER XI

THE SECRETARIAL DEPARTMENT

THE secretarial department of a large company will form quite an office in itself ; its exact scope will differ according to the powers entrusted to the secretary. It will be necessary to organize it into sections which specialize on various phases of the work, for example—

1. *Staff Matters* (possibly in conjunction with welfare work) ;

2. *Shareholders*—maintaining the register, dispatching dividend warrants, registering transfers, recording dividend requests, answering letters from shareholders ;

3. *Secretary's Personal Staff*—preparing his correspondence, duplicating and dispatching notices of and agenda for board meetings, interviewing the less important callers, performing all the work prior to the final interview in connection with engagements of office staff, conveying the secretary's decisions in respect of resignations, dismissals, promotions, and increases in salary of the office staff, arranging and recording payment of salaries ;

4. *Investments*—maintaining the register of investments, keeping the accounts of dividends, interest on loans, rents, ground rents, proceeds of sales of investments, purchases of investments, etc.—sending out notices to tenants and others of rents and interest due for payment, corresponding with brokers and the bank ;

5. *Statistics*—preparations of records and graphs of the staff as a whole, and of the various departments, showing the sickness ratio, the incidence of overtime, the number of letters received and dispatched, the distribution of complaints ;

6. *Postal and Filing* section.

It is clear from the foregoing brief outline that the work

of a company secretary is very comprehensive and onerous : in order to cope with it effectively, it is absolutely necessary for him to be acquainted with and to install all efficient labour-saving devices applicable to the nature of the work. He must satisfy himself that the organization of the office is efficient and economical, and must especially ensure that a proper system of cash checks is in vogue. The following notes deal with these two matters, and are continued by others detailing the procedure which the secretary should adopt in regard to some of the routine for which he is more personally responsible.

In addition to the labour-saving devices previously referred to, the student should note the following—

Calculating Machines.

There are many machines procurable for assisting in the work of addition, subtraction, division, and multiplication, and mechanical aids of this description are essential to the full development of the slip system of accounting. Listing machines may be used in conjunction with addressing machines, so that while the dividend warrants, statements of account, pay envelopes, etc., are being addressed a total of the amount of cash involved is being automatically obtained.

The *Elliott Fisher Billing Machine* combines in itself several operations, and it is claimed for it that it is not one machine, but a system. It is a typewriter that types flat on to the documents or on to bound books. Eighteen copies of an invoice can be taken at one typing, and information as to prices can be withheld from the copy going to the Works Department, and instructions to the works or the Stores Departments can be withheld from the copy made out for the customer, and so on. Meantime the matter is typed in the sales book, is totalled, and this total is also added to the total of the day's sales. Both these totals are typed in the appropriate places.

The *Hollerith and Powers Tabulating Machines* are also human in their adaptability and superhuman in their speed. They are too costly for any but the largest kind of statistical work, such as large insurance valuations, the compilation of statistics from the census, and so on. Cards can be sorted at the rate of 250 a minute, and added at the rate of 150 a minute.

The *Chequewriter and Protectograph* is designed to perfect the safety of cheques. By its means the amount of a cheque is perforated into the substance of the paper. The amounts are printed in red and the denominations in black acid-proof indelible ink.

Loose Leaf Ledgers.

Loose Leaf Ledgers have both helped, and been helped by, the use of office appliances. When used coincidently with a well-conceived scheme of internal check there is very little danger to be apprehended from their use, whereas there are the definite advantages of every account being always in its place, the ease with which the work of accounting can be distributed amongst several clerks for balancing, and the avoidance of the old necessity for re-writing the ledger.

Internal Check.

One part of the system for controlling the cash and accounts department will consist in the frequent and unexpected change of duties as was suggested above for the postal department. This has the advantage of not only lessening the chances and opportunities of and for collusion, but also of giving the staff a thorough training in the work of the department. Further, when the members of a staff are used to doing each other's work there is no great difficulty caused by any absence, nor does their work grow stale to them.

The cash staff should be absolutely distinct from the

book-keeping staff, and the departments should not be accommodated in adjacent rooms. Petty cash should be drawn on the imprest system, and should not be kept by the chief cashier. If collectors are employed, statements of accounts should be sent out independently of them. Receipts should be numbered consecutively with similarly numbered interleaves for carbon copies, but the receipts should be made out in ink. They should be checked by a clerk who has not handled the remittance, and be dispatched by the postal department.

Periodical statements should be rendered at least once a month : self-balancing ledgers facilitate this requirement.

CONSTITUTIONS OF BUSINESSES

The powers and duties of a secretary depend very much upon the constitution of the business for which he is acting, and *some* of the chief points of distinction are now considered very briefly.

SOLE TRADER. A business may be owned by one person, in which case that person takes all the profits that may accrue to the business and is personally liable to the full extent of his resources for all the debts which may be incurred on behalf of the business. The proprietor introduces the capital, and is free to borrow further capital wherever he can. He can please himself as to the disposal of the business and as to audits and accounts, but if he is wise he arranges for his accounts to be kept quite as thoroughly as if he were under legal compulsion in the matter. The facility with which a business can be sold at a good price depends upon the proofs of its value furnished by the accounts. The only way to satisfy the Commissioners of Income Tax that the assessment made upon a business is unjust, is to prove the contention by the accounts.

The term "sole trader" should not be confused with

that of "one man business," which was the ground of much discussion in relation to national service during the war. The "one man business" is run solely by one individual, but a "sole trader" may employ thousands to help him run the business. The term "one man company" refers to a business which the proprietor has converted into a company to gain the advantages of incorporation, whilst he retains the sole management in his hands as the other members of the company are pure nominees only put forward for compliance with the legal conditions as to registration.

Since the 22nd March, 1917, all firms carrying on business under names other than the actual surnames of the proprietors have been required under Sect. 3 of the REGISTRATION OF BUSINESS NAMES ACT, 1916, to register the following particulars at the Registry of Business Names—

The present Christian name and surname, any former Christian name or surname, the nationality, and if that nationality is not the nationality of origin the nationality of origin, the usual residence, and the other business occupation (if any) of each of the individuals who are partners, and the corporate name and registered or principal office of every corporation which is a partner.

All letter-headings, catalogues, facias, cards, etc., bearing a business name to which the Act applies must also show the name of each proprietor and his nationality (if not British). The fee for registration is 5s.

PARTNERSHIPS are governed by the Partnership Act, 1890, which says, "Partnership is the relation which subsists between persons carrying on a business in common with a view of profit." By reference to Sect. 1 of the Companies (Consolidation) Act, 1908, one finds that for a firm to be a partnership and not a company the number of partners must not exceed twenty, and in the case of banks must not exceed ten.

The essential features are that each partner is liable to the full extent of his property for all the debts of the firm,

has power to bind the whole firm in respect of any matter within the scope of the firm's business, and is a part owner of all the property of the undertaking. Shares in a partnership are not transferable as are the shares in a public company, and it is exceedingly difficult for a retired partner to free himself from liabilities contracted by the firm before his retirement (although he may be able to obtain an indemnity from the remaining partners). The consent of all partners is required to permit of the introduction of a fresh partner or of any considerable departure from the original scope of the firm. No audit is compelled by law, but "true accounts and full information" must be rendered to any partner or his legal representatives. Sect. 25: "No majority of the partners can expel any partner unless a power to do so has been conferred by express agreement between the partners." Subject to any special agreement, the rules for determining the interests and duties of the partners are given in Sect. 24—

1. All the partners are entitled to share equally in the capital and profits of the business, and must contribute equally towards the losses whether of capital or otherwise sustained by the firm.

2. The firm must indemnify every partner in respect of payments made and personal liabilities incurred by him—

(a) In the ordinary and proper conduct of the business of the firm ; or,

(b) In or about anything necessarily done for the preservation of the business or property of the firm.

3. A partner making, for the purpose of the partnership, any actual payment or advance beyond the amount of capital which he has agreed to subscribe, is entitled to interest at the rate of five per cent per annum from the date of the payment or advance.

4. A partner is not entitled, before the ascertainment of profits, to interest on the capital subscribed by him.

5. Every partner may take part in the management of the partnership business.

6. No partner shall be entitled to remuneration for acting in the partnership business.

7. No person may be introduced as a partner without the consent of all existing partners.

8. Any difference arising as to ordinary matters connected with the partnership business may be decided by a majority of the partners, but no change may be made in the nature of the partnership business without the consent of all existing partners.

9. The partnership books are to be kept at the place of business of the partnership (or the principal place, if there is more than one), and every partner may, when he thinks fit, have access to and inspect and copy any of them.

These rules should be thoroughly understood, as well as the following, which govern the apportionment of losses and the distribution of assets—

Sect. 44. In settling accounts between the partners after a dissolution of partnership, the following rules shall, subject to any agreement, be observed—

(a) Losses, including losses and deficiencies of capital, shall be paid first out of profits, next out of capital, and lastly, if necessary, by the partners individually in the proportion in which they were entitled to share profits :

(b) The assets of the firm including the sums, if any, contributed by the partners to make up losses or deficiencies of capital, shall be applied in the following manner and order—

1. In paying the debts and liabilities of the firm to persons who are not partners therein :

2. In paying to each partner rateably what is due from the firm to him for advances as distinguished from capital :

3. In paying to each partner rateably what is due from the firm to him in respect of capital :

4. The ultimate residue, if any, shall be divided among the partners in the proportion in which profits are divisible.

By the LIMITED PARTNERSHIP ACT, 1908, one or more, but not all, of the members of a partnership may limit their liability to a specified sum. Such partnerships must be registered at Somerset House, and are not dissolved by the death, bankruptcy, or lunacy of the limited partner(s). They can be wound up only by the general partners, the limited partners having no power to act for the firm unless specially empowered in exceptional circumstances by the Court. The partnership deed may, however, confer on a limited partner the right to transfer his share, and also considerable powers of financial veto.

PRIVATE LIMITED COMPANIES may consist of from 2 to 50 members plus members who are employees of the company or who were employees of the company when their membership was commenced. A private limited company must restrict the right to transfer its shares, and must not invite the general public to subscribe to its capital. Audit of accounts and compilation of balance sheet are compulsory, but the balance sheet need not be filed with the Registrar, and the company is not bound to provide for the holders of preference shares and debentures to receive and inspect the balance sheet and reports of auditors and others as it is in the case of ordinary shareholders. Any shareholder is, however, entitled to be furnished with a copy of the balance sheet and auditors' report at a charge not exceeding 6d. for every hundred words. A private company need not file a prospectus or statement in lieu of prospectus, but a public company must file one or the other. A Memorandum of Association must be deposited with the Registrar, and if special Articles of Association are not registered the regulations contained in Table A in

the Companies (Consolidation) Act, 1908, will be held to apply. A private company can commence business as soon as it has been incorporated as shown by the certificate issued by the Registrar.

PUBLIC LIMITED COMPANIES are usually governed by The Companies (Consolidation) Act. There must be a minimum of seven members. As in the case of the private companies, the liability of the members is limited to that of the shares which they hold, and both these classes of company must have "Limited" as the last word of their name. An annual audit is compulsory and the balance sheet must be filed, ordinary and preference shareholders and debenture-holders having the right to receive and inspect the balance sheet and reports, and any shareholder the right to copies at a charge of 6d. for every hundred words. The shareholders have no right to inspect the books of account, unless a committee of inspection has been appointed. The shares are freely transferable although directors are often empowered by the articles to refuse transfers when there is some doubt as to the transferee's ability to meet calls. Debentures may, but shares may not, be issued at a discount.

The COMPANIES (PARTICULARS AS TO DIRECTORS) ACT, 1917, imposes upon all companies conditions as to the disclosure of the directors' names and nationalities parallel with those imposed upon sole traders and partnerships by the Registration of Business Names Act, 1916. "The expression, director, shall include any person who occupies the position of a director and any person in accordance with whose directions or instructions the directors of a company are accustomed to act." (Sect. 3.)

There are two other classes of company within the scope of the Companies Act, 1908, viz., unlimited companies and companies limited by guarantee. These are so rarely formed that no further mention of them is necessary.

A little fuller information must be given about STATUTORY COMPANIES, as although these are relatively small in number they are large in importance. Whereas companies under the Companies Act are incorporated by registration by the Registrar of Joint Stock Companies, statutory companies are incorporated by a special Act of Parliament and come under the Companies Clauses Act, 1845. As might be suspected from this date, they are usually railway or canal companies and are thus treated specially—the process being very costly—because they seek to be empowered with a very special privilege, the compulsory purchase of land. The liability of the members is limited to the shares which they hold, but these companies do *not* put “limited” at the end of their names. If, however, a creditor does not get satisfaction from his execution against a statutory company he can obtain an Order of Court authorizing execution against any shareholder whose shares are not fully paid. But the creditors of a “limited” company have no such rights against the members as individuals.

Shares in a statutory company can be transferred, but only by deed: in a limited company transfer need not be by deed.

A statutory company can issue *shares at a discount*; but its powers of borrowing are rigidly limited to the precise amount and to the precise form(s) mentioned in its Act, whereas “limited” companies usually take very wide powers of borrowing in the memorandum of association. Most statutory companies have the power to issue debenture stock, but they cannot exercise this power without authorization by a prescribed majority of the shareholders and stockholders at a general meeting specially convened to consider this matter. When created, this debenture stock is only transferable by deed and gives no right to repayment of the principal. In contrast with this, the debenture stock issued by a “limited” company

is usually redeemable at a fixed date, and the stockholders are usually protected by a trust deed which vests specific property in the trustees on behalf of the stockholders.

The Companies Clauses Act stipulates that two *auditors* must be appointed, and that (with the exception of railway companies) these must be shareholders: the "limited" company is not bound either as to the number of its auditors or in the matter of their shareholding. The Clauses Act stipulates for half-yearly general meetings: the Companies (Consolidation) Act, 1908, provides for a general meeting "once at least in every calendar year, and not more than fifteen months after the holding of the last preceding general meeting."

The special act company would have to obtain another special Act of Parliament if it wished to *change its name*; but the "limited" company can change its name by passing a special resolution, providing that the proposed name is not already registered or likely to conflict with a name already registered, and that the Board of Trade sanctions the change. (The letter of sanction from the Board of Trade should be impressed with a 5s. stamp and filed with the Registrar of Companies.)

The Legislature has never contemplated the idea of a statutory company *changing its objects*; but by a special resolution and subject to confirmation by the Court a "limited" company can alter "its memorandum with respect to the objects of the company, so far as may be required to enable it—

(a) To carry on its business more economically or more efficiently; or

(b) To attain its main purpose by new or improved means; or

(c) To enlarge or change the local area of its operations;
or

(d) To carry on some business which under existing

circumstances may conveniently or advantageously be combined with the business of the company ; or

(e) To restrict or abandon any of the objects specified in the memorandum.”

The Court will require to be satisfied that all creditors and others with interests in the company have received due notice of the intended alteration and have been given opportunity to record objection or consent to it.

FRIENDLY SOCIETIES are associations for the provision of benefit to their members in case of sickness, unemployment, bereavement, loss of cattle, destruction of tools by fire, and similar contingencies. A friendly society need not provide all or any of these benefits ; it may be established simply to promote social intercourse and recreation.

Registration is purely voluntary, but it confers substantial benefits in return for certain obligations.

THE BENEFITS OF REGISTRATION—

(a) A registered friendly society is exempt from stamp duties on cheques, orders, receipts, powers of attorney, and policies of assurance.

(b) Power to acquire land to any amount.

(c) In the event of the death or bankruptcy of an officer of the friendly society it has a preferential claim in respect of the society's property that was in his possession.

(d) Members can be admitted under the age of 21, and can execute all instruments and give binding receipts (if under 16 years of age, through their parents or guardians) which would be ineffective apart from the special privilege of a friendly society's registration. Before the Act of 1896, members could not be received under the age of 3 years.

(e) Higher rates of interest are allowed by the National Debt Commissioners.

(f) Advantageous provisions are made for the transfer of stock standing in the name of a trustee in the event of the trustee's absence, death, bankruptcy, or removal.

(g) No income tax is payable unless annuities are granted for more than £30 per annum.

(h) A member not under 16 years of age can dispose of his monetary interest in the society up to the amount of £100 by the simple process of nomination, i.e. without making a will.

(i) Up to the same limit (£100) the property of an intestate can be distributed to the next-of-kin without need for letters of administration.

(j) At the discretion of the trustees a deceased member's interest in the society can be distributed to illegitimate children as though they had been legitimate.

THE OBLIGATIONS OF A REGISTERED FRIENDLY SOCIETY—

1. A minimum of seven members.

2. Approval of the society's rules by the Registrar of Friendly Societies.

3. There must be a registered office, and one or more trustees.

4. There must be an annual audit and an annual return to the Registrar showing the receipts and expenditure, funds, and effects as at the preceding 31st of December. The annual return must be accompanied by a statement as to the professional standing of the auditor.

5. Members must be provided with a gratuitous copy of the annual return and with facilities at all reasonable hours for the inspection of the books of the society.

6. Where insurance liabilities are undertaken there must be a valuation (and a report of it to the Registrar) at least once in every five years.

7. No sum assured may exceed £300, and no annuity granted may exceed £52.

SPECIMEN SOLUTIONS

Question—

If a large manufacturing concern is to meet with success and progress what conditions, in your opinion, are necessary as regards the following—

1. Capital ;
2. Works ;
3. Plant and Machinery ;
4. Labour ;
5. Management ?

(L.A.A.)

Answer—

1. To ensure the successful running of a large manufacturing concern there should be an adequate supply of capital, so that reasonable extensions can be made without unduly depleting the amount of working capital. The maintenance of the right proportions between fixed and floating capital needs careful discrimination ; for instance, in a business which is liable to meet with prolonged periods of depression it is advisable to invest part of the reserves in sound investments outside the business. The amount of capital in a concern should bear such a relation to the average turnover that it is normally possible for interest or dividends to be paid upon it without any difficulty. Interest on capital should be included in oncost.

2. An important item with regard to Works is the relation of the rent to the output. The situation in respect of railway sidings, canals, docks, wharves, and warehouses should be considered with special reference to the particular markets for which the concern manufactures ; such facilities must be considered in relation to rates as well as to rent.

The structure of the works has direct bearings upon speed, fatigue, and sickness ratios. A low rent for an out-of-date structure may be paid for very dearly in terms of reduced output and discontinuous employment. The costing system should be referred to for the ascertainment of such facts.

3. Plant and machinery should be duly registered, suitable rates of depreciation written off, and the due allowances for all plant and machinery should be claimed in the Income Tax schedule. Costs should be worked out for each machine to make sure that it is really productive, and machine-rates should be worked out for charging to each job in proportion to the time taken for machining.

4. Labour should be investigated from the point of view of the proportion of skilled to unskilled labour ; the proportion of machine-work to handwork and the possibilities of increasing the one or the other ; the proportion of male to female labour ; and the proportion of adults to non-adults—all with reference to trade conditions in the district and generally. Special local circumstances should be looked at, as whether there happens to be rather a large supply of male unskilled labour locally available, and so on. It may be found possible to produce at a greater profit by reducing the proportion of machinery and increasing that of some kind of labour,

and *vice versa*. The hours of labour should be studied : efficiency may be impaired by workers arriving so early in the morning that they do not get proper breakfasts ; on the other hand, it may be advantageous to make the day's work begin an hour earlier, because the workers are available at that time as they come in to work on the last workmen's train.

5. The proportions of the management staff should be carefully considered ; they should be tactful and efficient rather than numerous and officious. Cost accounts are very necessary to reveal how much of the cost of each unit produced is due to management expenses.

Question—

State shortly your ideas on office discipline. Would your views on the subject be influenced by the number of staff ?
(C.I.S.)

Answer—

It is better to err on the side of strictness in questions of office discipline, providing that no actual hardship or injustice is imposed. A certain proportion of people cannot be trusted to discipline themselves, and if given the opportunity so to do, they invariably abuse it ; they tend to regard a concession as a sign of weakness, and to confuse liberty with licence. For the sake of themselves, as well as of others, they should be controlled ; and the best means is to have definite rules, a copy of which should be given to each member of the staff, or posted in Routine Orders, or handed round and initialed by the clerks after perusal. The employees then know clearly what is expected of them.

A similar method should be adopted in the case of a small staff : as they all know each other, there is a greater danger of the adoption by them of an undue tone of familiarity than among a large staff, many of whom are strangers to one another. The larger staff allows for greater division of labour and, consequently, easier checking of the work.

The most likely way of avoiding any breach of the rules is to see that all the staff have sufficient work allotted to them to keep them well occupied. Here the value of work records and summaries is apparent.

Question—

What are the communications which have to be sent from the office of a municipal body to its members individually ? Distinguish in this respect between the Council as a whole and its Standing Committees. Explain what record you would keep of such communications having been sent.

(C.I.S.)

Answer—

COMMUNICATIONS TO ALL ALDERMEN AND COUNCILLORS—

- (a) Formal notice by the Town Clerk of the election of the individual to the Council.
- (b) Copy of the Council's by-laws and standing orders.
- (c) Notice of summons to each meeting of the Council.
- (d) Copy of the Agenda for each such meeting.
- (e) Copy of the Minutes to be approved at each such meeting.
- (f) Copy of all public reports issued by the Council.
- (g) Weekly programme of all meetings to be held.

COMMUNICATIONS TO THE MEMBERS OF COMMITTEES—

(a) Notice of summons to each meeting of the Committee of which the Alderman or Councillor is a member.

(b) Copy of the Agenda to be considered at each such meeting, and, in some cases, e.g. a Public Health Committee, the report of the officer at the head of the department concerned. In the case of the General Purposes Committee, a copy of all new legislation affecting the local authority and, frequently, proposals for new legislation or for amendments of existing laws governing local bodies.

The Mayor receives a copy of *all* communications sent to Aldermen and Councillors.

The work of recording the minutes of the Council and its Committees is allocated to the senior municipal clerks. Each of these should keep a book recording the dispatch of the various routine communications above-mentioned.

On the extreme left, the names of the members of the Council or Committee will be written. The rest of the double folio should be ruled with columns of half an inch in width. The titular space left at the top of the folios should be $2\frac{1}{2}$ in. deep, so as to allow sufficient room for the nature of the communications and the date when dispatched, to be inserted vertically. When the juniors have enclosed the communications in the envelopes and arranged the latter in the alphabetical order of the addressees, the envelopes should be brought to the senior and personally checked, a large tick being placed in the appropriate column opposite the names.

Question—

The clerk to a Municipal Council has some private ground for believing that one of the Councillors has an interest in a pending Council contract of a character which disqualifies him from voting upon it. Draft the Clerk's letter to the Councillor, written with a view to ascertaining the true position. (C.I.S.)

Answer—

TOWN HALL,
ROTHERSAY.

4th January, 19..

Ref. T.G.

MR. COUNCILLOR J. GARBERRY,
14 HIGH STREET,
ROTHERSAY.

Dear Mr. Councillor Garberry,

You will doubtless have noticed that the consideration of a contract with Messrs. Malham & Sons, Ltd., is on the Agenda for the Council meeting next Monday. I have been informed, unofficially, that you have recently acquired the controlling interest in that firm, and I am writing confidentially to ascertain if that is the case.

Should this information be correct, it would be necessary to absent yourself from the council chamber while the contract is under discussion, in order to avoid a breach of the Public Health Act, 1875, the Public Health (Members and Officers) Act, 1885, and By-law No. 39.

My object in writing is to protect you from any unpleasantness or illegality which might arise if unwittingly you were present at the discussion of a contract in which yours was the chief financial interest.

I shall be glad if you will kindly advise me as to the actual position.

Yours obediently,
Thomas Goodwin,
Town Clerk.

PROGRESS QUESTIONS

Explain fully how you would allocate the work of a Secretarial Department.

Describe briefly the Elliott Fisher billing machine.

What is the chief advantage of tabulating machines?

Outline a system of internal check.

Explain how self-balancing ledgers assist management control.

Give instances of the economy effected by the use of calculating machines.

State the advantages and disadvantages with reference to the employment of loose leaf ledgers in a manufacturing concern. (L.A.A.)

What is meant by a sole trader, by a one man company, by a one man business?

State the provisions of the Registration of Business Names Act, 1916.

What are the restrictions on a partnership with respect to number of partners?

Distinguish between a limited and a general partner.

Is there any way by which a limited partner can influence the policy of the firm ?

Is a retired partner under any liability ?

What is the legal position of a partnership with regard to audit and accounts ?

State the rules for determining the interests and duties of partners, contribution towards losses, and distribution of assets.

What is the legal effect of the death or of the lunacy of (a) a limited partner, (b) a general partner ?

What is the maximum and the minimum size of a private limited company ?

Need such a company file a prospectus ?

What are the rights of a shareholder in a private company ? Give full details.

Indicate the main divergences between a private and a public limited company.

What are the legal requirements as to directors ?

State briefly the numerous differences between a Statutory Company and a Company under the Companies Acts.

(L.A.A.)

EDUCTIVE QUESTIONS

*1. You have been appointed secretary of a Limited Company (or Public Institution), your predecessor having been dismissed for incompetence. Give examples showing the results of bad management and the remedies which you would suggest. (C.I.S.)

*2. Would you certify a transfer which had not been signed by the transferor ? Give reasons for your answer. (C.I.S.)

*3. Give the names of at least five books of reference usually to be found in a secretary's office, and state briefly their principal uses. (C.I.S.)

*4. Write a letter in reply to one received from a shareholder (or subscriber to a public institution), complaining that he did not receive proper attention on the occasion of a recent visit to your office. (C.I.S.)

*5. Give two ways in which a person may legally change his or her name. State what documentary evidence you would require in each case before altering your records. (C.I.S.)

CHAPTER XII

TRADE PROCEDURE

It is impossible for the correspondence clerk of a trading or manufacturing business to fulfil his duties correctly without knowledge of the routine adopted in commercial transactions. Many of the points involved have already been touched upon, but in order that the student may obtain a clear perspective of the procedure, a rapid review will now be made of the train of documents set in motion by an order in Home and in Foreign Trade. Space does not permit of an expansive criticism of the methods, nor of a very detailed explanation ; it is therefore expected that the student will make suitable references for himself on all doubtful points.

Wholesale and Retail Trade.

There are two main branches of trade—wholesale and retail. The wholesaler distributes goods in bulk, the retailer in small quantities : the wholesaler studies national and international markets, while not neglecting the taste of individuals ; the retailer studies individual tastes, while keeping an eye on the wider demand and supply. In both cases, their trade may be *home* and/or *foreign*, or it may be purely *localized*. Some commodities are so universal in demand that they may be considered as belonging neither to the home nor to the foreign markets, but to the *world market*. This makes very much for the *stabilization of prices* in such articles as wheat, cotton, and wool ; and tends to prevent famines and over-production, or, at any rate, to minimize the effects of such disasters. The tendency to equalization of prices is assisted by the dealings of expert middlemen in Options and Futures, and by every means which makes communication more rapid

and efficient, e.g. wireless telegraphy and estimates of crops.

The retailer gets into touch with the wholesaler by means of (a) *Price Lists*, (b) *Travellers*, (c) *Markets*. For special goods he asks for a *quotation*, *estimate*, or *tender*. (These terms are not synonymous, and must be looked up if not understood.) He then places a formal *order*, in which he details exactly what he requires, quotes any price list numbers or trade mark names or patterns or samples, and gives the details as to where, how, and when delivery is to be made. He keeps a carbon copy (or copies) in his *Order Book* for reference purposes, and for checking with the goods when received ; and to assist in those processes the pages of the order book are numbered consecutively.

This order is of the utmost importance to the wholesaler, as it is his authority for the dispatch of the goods. He will enter the details in his *Inward Order Book*, wherein the orders are numbered, will write this number on the order, make out *Work Tickets* for the factory, or *Requisition Lists* for the warehouse, all of which will bear the same order number, and then file the order. When he forwards the goods, he sends with them a *Delivery Note*, in duplicate, one of which is signed by the retailer or his storekeeper, and returned to the wholesaler. It is then gummed to the edge of the stub of the delivery-note-book, in which there is an office copy. This book is serially numbered.

The storekeeper or warehouseman puts his delivery note in a file, until it is required for comparison with the *Invoice*, which is subsequently received, giving details and prices of the goods dispatched and the conditions of payment.

The invoice should be checked with the order, and initialed by the head storekeeper, or a responsible clerk of the accounts department, to ensure that the goods delivered are in accordance with those ordered. If it is found that the goods have arrived in a defective condition, or are

overcharged, this is reported to the seller, who issues a *Credit Note* for the difference.

At the end of the month, the wholesaler sends a *Statement of Account* to the retailer, detailing the totals of all the month's invoices in order of date. This he prepares from his *Sales Ledger*, into which the totals of each invoice have been posted.

When the account is paid, a numbered receipt is sent, from the counterfoil of which the *Cash Book* is posted. From the cash book the credit side of the sales ledger is posted, and the customer's account is balanced. The cash received is entered on a *Paying-in Slip* and paid into the bank. The buyer will make reverse entries in his books.

Import Trade.

This proceeds on similar lines, but is more complex owing to the necessity of satisfying the Customs officers. (*Customs* are duties levied on certain imports and exports ; *Excise* duties are levied on products of internal production and consumption.)

(a) Within 24 hours of arrival at a British port from a foreign country, the master of every ship must deliver the *Ship's Report*, giving details of the ship, crew, passengers, and cargo. No goods that are not thus reported may be landed at any port.

(b) The importer (or his agent) must deliver a description of his goods in a document called an *Entry*. The Customs officer compares this with (a), and if it agrees, the goods may be landed.

(c) The goods themselves must now be examined. If they are free of duty, an *Entry for Free Goods* is furnished in triplicate, compared with the *Entry* (b), and, if satisfactory, the goods may now be delivered to the importer.

(d) If the goods are dutiable, the importer may prefer to pay the duty at once and so get control of them : in

that case he makes out an *Entry for Home Use ex Ship*, which shows the duty payable in addition to the description, quantity, and value of the goods. ("Value" in respect of imports means Cost plus Insurance plus Freight, i.e. C.I.F.) On payment of the duty, this Entry is receipted and forwarded to the dock or wharf where the goods are lying, and the actual weights or numbers of the goods are tallied. Any excess or deficiency of duty, owing to differences in the weights, etc., as compared with the description on the Entry, is settled, and the goods are delivered.

Sometimes, before the duty can be definitely settled, *samples* of the goods need to be tested by Government analysts.

(e) The importer may not wish to pay the duty at once. In that case, he prepares an *Entry for Warehousing*, specifying the marks, numbers, and description of the goods, which is forwarded to the warehouse after approval by the Customs authorities.

(f) At the same time, a *Landing Order* is passed and forwarded to the dock or wharf where the goods are lying. There the Customs officer allows delivery to the warehouse in a van locked with a Crown lock; the importer bears the expense.

(g) When the importer requires the goods, he prepares a *Warrant*. This consists of three parts—(1) description and quantity of the goods; (2) duty chargeable; (3) order to the warehouse-keeper for delivery.

(h) If the goods are required for re-exportation, a *Warrant* consisting of parts (1) and (2) is made out, and a *Shipping Bill*, containing the details of the goods, the name and situation of the ship, is forwarded to the officer at the dock where the export ship is lying.

(i) Sometimes an importer is unable to give a full description of the goods. He then makes out a *Bill of Sight*, in which the importer gives as full a description as he can. The Customs officer compares this with the

goods and (1) converts it into a " Free Entry " if no duty is payable, or (2) perfects it to a " Prime Entry " if dutiable. Delivery is then allowed on payment of duty.

The human links in the chain of the import trade may be broadly classified as—

PRODUCERS—farmers, manufacturers, etc.

COLLECTORS—middlemen, merchants, etc.

FORWARDERS—carriers, shipping agents, etc.

RECEIVERS—agents, middlemen, merchants, etc.

SELLERS—auctioneers, wholesalers, retailers.

In this country, duties are levied upon goods according to their quantity or measurement, and are therefore called *specific*, but in other countries the duties are often levied upon the value of the goods, and are then called *ad valorem*.

Export Trade.

(a) The initial impetus to the machinery of export is the receipt (usually by an agent) of a foreign merchant's *Indent*, specifying the details and price of goods required, the method and date of shipping, and the mode of payment.

(b) The agent then uses his wide mercantile knowledge to execute and order on the best terms for his client. He obtains quotations, places orders, and collects the goods ready for shipment. He draws up *Bills of Lading* (usually three) and obtains the signature thereto of the master of the ship on which the goods are placed, leaving with the master an unstamped copy, which need not be signed, marked " Master's Copy." These are exceedingly important: they show the names of shipper, ship, and person entitled to delivery, the place of loading and destination of the ship, the place where the goods are to be delivered, the weight upon which freight has to be paid, and the date. A separate bill of lading must be made out for each separate shipment, even though several consignments

may be dispatched on the same ship. Two bills of lading are sent by separate mails to the consignee's banker.

(c) A *Mate's Receipt* will be obtained by the agent for goods which have been loaded direct on to the ship from a barge instead of from the quay. He will hand this over to the master in exchange for the signed bills of lading.

(d) A *Freight Note* is prepared giving particulars of freight paid.

(e) Within six days of the ship's clearance outward the agent must deliver to the Customs authorities a *Specification*, showing the marks, numbers, quantity, weight, value, description, and destination of the goods exported.

(f) The broker of the ship is similarly bound to supply the *Ship's Manifest*, which contains full particulars of all the cargo, thus furnishing the Customs with a check upon the accuracy of the specification.

(g) The agent effects a *Marine Insurance Policy*, insuring the goods, the cost of freight, and a reasonable percentage for profit against losses at sea.

(h) The agent now writes out an *Export Invoice*. In this he embodies the charges that have been levied upon him for the goods, carriage, freight, Custom House agent's services, stamps on bills of lading, postage, and insurance premium. To the total of these charges he adds his commission.

(i) It is important that all trade and cash discounts should be deducted from the prices inserted in the *Export Invoice*, as duties are payable on the net amount of the invoice on importation into most countries. In order to secure preferential duties allowed by certain countries, it is necessary when exporting to them to complete a *Certificate of Origin*, stating that all the articles included in the invoice are *bona fide* the productions of the United Kingdom.

(j) A copy of the invoice is sent to the consignee, with a covering letter. A bill of exchange is drawn on the consignee's bank for the full amount of the invoice, and

sent to the bank's London agent, together with the bill of lading, invoice, insurance policy, and a covering letter requesting the bank's agent to collect and remit the amount of the invoice, and to debit all charges to the consignee. The bank's agent forwards this *Documentary Bill* to the consignee's bank, who will not part with the documents until the consignee has paid the drafts and any charges that have been incurred—assuming that the bill is drawn at sight. If the bill of exchange is drawn with some period yet to run, the consignee's bank may release the documents if the officials are assured of his financial standing, on his accepting the bill of exchange.

(k) If the exporting agent does not wish to wait for the money, he may ask his bankers to advance it against the documents. This is frequently done, but they may require a *Letter of Hypothecation* from the exporter, authorizing them to sell the goods in the event of the bill being dishonoured, and to charge him with any loss which they may thus incur.

Invoice Constituents.

An invoice may include any or all of the following elements—

1. Manufacturer's Price.
2. Carriage to Station.
3. Dock Charges.
4. Loading Charges.
5. Export Duty.
6. Freight.
7. Insurance.
8. Landing Charges Abroad.
9. Transport Charges to Rail near Buyer's Address.
10. Carriage from Station.
11. Commissions to Import Agent.

A price which is quoted to cover all of these costs right up to and including delivery at the buyer's door is styled

Franco ; the invoice would be prepared in foreign units. *C.I.F.* invoices include items 1-7. A *Loco* (or *Ex Warehouse*) covers nothing but 1. *F.O.R.* (Free on Rail) covers 1 and 2. *F.A.S.* (Free Alongside Ship or Ex Quay) covers 1-3. *F.O.B.* or *F.O.S.* (Free on Board or on Steamer) covers 1-5. *C.F.* = 1-6.

Account Sales.

If instead of asking the agent to buy goods on his behalf, the merchant had sent him a consignment of goods to sell, then, after disposing of the goods to the best advantage, the agent would make out an account sales showing the proceeds of the sale, deducting all charges and commission. Where there are regular transactions between an agent and his principal, account sales are not settled individually, but at intervals of 6 or 12 months, when an *Account Current* is rendered showing the various debits and credits that have been incurred, and a cheque or bill of exchange is drawn for the balance.

Foreign Correspondence.

Foreign correspondence demands especial care, because owing to the longer time taken by communications it is much more difficult to retrieve an error than in the case of inland correspondence : here it is a comparatively simple matter to call and apologize if the error is really egregious. All the instructions that have been given about choice of words, avoidance of ambiguity, and consciousness of the other man's point of view are doubly important in this connection. Words and ideas which might be persuasive in this country may be actually offensive to a foreigner.

The Distribution of Correspondence.

As regards the type of personnel chosen for this work; the main qualities necessary are tact, precision of thought and speech, and a good memory ; this is a combination of

qualities by no means commonly found in people—probably that explains why letters of high quality are so rare.

Assuming, however, that the personnel has been brought together in an office, how should the work of correspondence be distributed among them? The question has been answered in some detail in regard to the routine communications from outside staff; but it has not been quite fully answered with relation to general correspondence, which may be from regular correspondents in the sense that they write comparatively frequently, and yet may not be routine like that from the shop managers discussed in Chapter X. There one had to consider the receipt of accounts on a fixed day of the week, of requisitions for stores on another fixed day, of the paying-in slip every day, and so forth—matters which can be reduced to forms and formulae. How should one deal, for example, with the extensive and heterogeneous mail that is received each morning by one of the large London hospitals?

The plan of distribution necessary was indicated in Chapter XI, when explaining the organization of a secretarial department: it should be functional, and therefore sectional. As certain differences are needed in the mode of organization, it will be helpful to consider in a little detail how the correspondence of a large hospital should be distributed. One point of difference that at once emerges is that a large part of the incoming correspondence is not intended for the hospital authorities, but for students, nurses, patients, and the like. Hence, there is greater need for the careful inspection of envelopes. In the sorting department, there should be large pigeon-holes or bins for the first rough sorting of letters addressed to the secretary, students, nurses, maids, patients, doctors and professors. Each of these, with the exception of the patients' letters, can be sorted into alphabetical order, and they can then be placed in vertical letter-racks of appropriate size, or in pigeon-holes placed suitably for the

convenience of the groups concerned. As regards the patients' letters, these can be further sorted into ward order and handed to the matron-in-charge for distribution. There is no difficulty so far.

Nor is there any difficulty in dealing with the letters that are intended for the hospital authorities, i.e. those which have to be opened and answered by the clerical staff. It will be found that they fall into five broad divisions—

- (a) Letters relating to the Medical College.
- (b) Letters from subscribers and donors.
- (c) Letters relating to stores.
- (d) Inquiries from prospective inmates and from friends of inmates.
- (e) Letters relating to the professional side of the hospital.

A REGISTRAR'S DEPARTMENT might be established to deal with (a), and should be self-contained. Its work could be sectionized thus—

(a) Dispatch of prospectuses and other college forms asked for ; attending to the admission of students, handing out lecture summaries, recording and returning essays, etc.

(b) Registration and classification of students ; recording their attendances, etc ; answering their queries.

(c) Compilation of the prospectus and daily time-tables ; advertising matter ; public lectures.

(d) Library.

(e) Professional—attending to the correspondence of the various professors.

(f) Receipt of fees and accounting ; scholarships.

(g) Postal and filing.

Each section would answer the letters relating to its defined sphere of activities.

A separate department might be established on an alphabetical basis to record subscriptions, issue receipts

and letters of thanks. This would be in close association with the accounts department and the publicity section.

STORES. The letters relating to stores would be numerous, but would consist largely of invoices and statements which could be dealt with by the accounts department. There should, however, be a large stores department organized in four main divisions—

1. Dispensaries : (a) in-patients, (b) out-patients ; seeing to the stock of medicinal requirements.
2. Commissariat, keeping the stock of provisions.
3. Laundry, keeping the stock of washing materials and appliances.
4. Equipment—beds, linen, chairs, etc.

This suggests a very important side of office organization, viz., the correct record of stock inwards and outwards.

AN INQUIRY DEPARTMENT should be formed for the answering of inquiries from the general public.

The Professional Department would be organized on the lines of the secretarial department outlined in Chapter XI, and the secretary of the hospital would probably be at its head. All the sections mentioned therein would be necessary, with the exception of that of the shareholders. In place of that, a " Press " or " Publicity " section would be needed in connection with the various appeals to the public for funds. The investment and property section would be an important one, as there are frequently large endowments to be invested, interest and rents to be received, etc.

Advertisements.

A detailed study of advertising and advertisements is beyond the scope of this book, but it should be understood that when advertisements are intended to reach a wide public, a popular style and method must be adopted, but if they are designed for a select coterie, then the special

whims and educational standing of that class must be critically investigated and the style and medium of the advertisement must be chosen in accordance therewith. For example, A has margarine to sell, B has music to sell : for A the *Evening News* will be a suitable medium and the *Daily Telegraph* not so suitable, for B the *Daily Telegraph* would be a most suitable medium, and the *Evening News* not so ; A's advertisement would be on broad, drum-beating or blatant lines, referring mainly to cheapness and quality, B's advertisement would be restrained, relying mainly upon the high reputation of the composer whose works were advertised, and the good standing of the publishing house.

In advertisements, as in minutes and reports, prolixity is a great fault ; nevertheless, the utmost care must be taken to retain and emphasize duly all points of essential importance, and to avoid ambiguity.

Mail Order Business.

In connection with businesses worked solely through the post, the apportionment of correspondence presents little difficulty, as the whole organization lends itself to routine, and the letters dispatched are mainly " follow-up " or " form " letters. These are easily dealt with by the aid of card indexes, the names and addresses of inquirers in answer to advertisements being indexed on cards together with a record of the type of inquiry and the date and nature of the reply. At the top of the card is a series of numbers representing the days of a month. A signal should be attached to one of these to indicate the date when the card should be reviewed and a further communication sent. When this second letter has been forwarded, the signal is put forward another seven or fourteen days, and so on until the addressee becomes a customer or is given up. In the former case, the card can be withdrawn

from the "Prospects" cabinet and placed in the customer's cabinet. Probably the best method of inquiry card apportionment is alphabetical over broad geographical areas, as this facilitates the checking of the results of local advertising, e.g. all letters from Cambridgeshire might be filed together in alphabetical order, after the Cambridgeshire correspondent had answered them.

Here, too, the necessity of a careful scrutiny of the envelopes is apparent, as by the "*key*" letter or number thereon it is possible to gauge the number of replies to a particular advertisement. Some envelopes not bearing the "key" will contain letters that refer to it or to the journal in which the advertisement appeared. The number of all these must be added to the number of answers previously found, and the total regularly reported to the advertisement manager. The latter will duly record this number. A special card index of these "prospects" will be kept, and the results of the various "follow-ups" duly recorded in the advertisement department.

In this way the advertisement manager can impartially test the "pulling power" of different media, different advertisements, and different sales-letters. The work of this department and that of the organizers of a mail order business are by no means of a routine character, but demand great acumen and strictly honest dealing. They must give value for money received, otherwise they will get no "repeat" orders and the business will perish.

As such a large proportion of the letters will contain remittances, the heads of a mail-order business must on no account omit the personal supervision of the work of opening the letters. The customers' card index might usefully be ruled to act as a ledger, the postings being checked by an adding machine: the total of these should agree with the total arrived at by listing the actual remittances.

SPECIMEN SOLUTIONS

Question—

If a shipment arrives before the bill of lading, can the consignee obtain delivery without presenting the latter? If so, how? Will he require anyone else's help? (C.I.S.)

Answer—

The captain of a ship is not allowed in English law to deliver goods to the consignee without the presentation of the bill of lading. On the other hand, he can hardly be expected to continue to carry cargo which has reached its destination. If, therefore, he has waited a reasonable period in a foreign port without anyone producing a bill of lading he may hand over the goods to some responsible person, e.g. a British consul, to keep until a bill of lading is produced. Even if he knows personally that the person claiming the goods is the consignee named in the bill of lading (of which he has a copy), that would not justify his delivering the goods to that person; for a bill of lading is transferable by endorsement, and the captain has no means of knowing that the bill of lading has not been so assigned.

If, however, the consignee is a person of substance, or is vouched for by his bank, the Consul (or other responsible person) may allow the consignee to take the goods in exchange for a Letter of Indemnity, or a guarantee under seal, indemnifying or guaranteeing him against all other claimants of the goods.

Question—

Draft a circular to shareholders containing proposals for amalgamation with another company. (C.I.S.)

Answer—

EAGLE WORKS,
CARLTON ROAD,
BICESTER.
23rd May, 19..

Dear Sir (or Madam),

In accordance with the powers conferred upon them at the General Meeting held on the 22nd February, 19.., the directors have been in negotiation with the Supplementary Dynamic Company, Limited, for the amalgamation of that company with this, and it affords them great pleasure to report that they have been successful in arranging terms that are fully protective of your interests and calculated to enhance the value of holdings in both companies.

It needed no expert knowledge to appreciate that the elimination of competition between two strong organizations appealing to precisely the same type of customer would result in very substantial economies, but close investigation has convinced the directors that the gains will be vastly greater than they had ever

ventured to hope. The saving on the single item of transport will amount to over £20,000 per year.

It is proposed that one ordinary share of the Supplementary Dynamic Company, Limited, shall exchange for one share of the Complementary Synthetic Company, Limited, and a resolution to this effect will be submitted to the Extraordinary General Meeting on Wednesday next, the 30th inst., as advised in the enclosed notice.

Your attendance and support are requested.

Yours faithfully,
per pro. The Complementary Synthetic Co., Ltd.,
 G. Davison,
 Managing Director.

Question—

Write a letter to an employee engaged for a branch in India, instructing him to proceed thence. State what arrangements you have made for, and incidental to, his journey, the company bearing all expenses. (C.I.S.)

Answer—

Ref. Sf/693.

Enclosures 2.

MR. ARTHUR HYSLOP,
 14 STRATHLEVEN ST.,
 GLASGOW.

7 ST. HELEN'S PLACE,
 E.C.2.

4th January, 19..

Dear Sir,

Adverting to your recent appointment as Head Book-keeper at the Company's branch in Bombay, my directors have decided that it will be necessary for you to proceed to the Branch almost immediately in order that the necessary arrangements may be advanced for the adoption at the Branch of the Kalamazoo loose-leaf ledger system at the commencement of the Company's new financial year on 1st April next. A first-class passage has been booked for you on the P. and O. liner "Everest," sailing from Southampton on the 12th inst. at 12 noon. Your passage voucher, sailing instructions, etc., are enclosed. A cheque for £10 is also enclosed in payment of your railway journey to Southampton and for incidentals.

In order that you may familiarize yourself with the scope of the Company's business, I am forwarding under separate cover a copy of the last Annual Balance Sheet and Report, and of the volume issued in commemoration of the Company's Centenary Anniversary. I would also suggest the advisability of your making a call at the Glasgow office of the Kalamazoo Company with a view to gleaning any suggestions that may be useful to you in your new sphere of duties.

Yours faithfully,
per pro. Clive Hastings, Son, & Nephew, Ltd.
 Vernon Hart,
 Secretary.

Question—

Write a letter to an agent abroad, pointing out that he has exceeded his authority. Give details. (C.I.S.)

Answer—

Ref. Agency Y2.

14 PRINTING HOUSE SQUARE,
LONDON, E.C.2.
13th September, 19..

MR. EPHRAIM EVANS,
HOTEL MARITIME,
SHANGHAI.

Dear Sir,

Re Consignment E.6/21.

It has come to our knowledge that the consignment of machinery, which we forwarded to you on the 1st May last for sale at a minimum price of £2,000 cash payment, and in respect of which you rendered an Account Sales for the gross sum of £2,000, was, in reality, bought by yourself and shortly afterwards re-sold for the sum of £2,600.

As no authority has been given you to act in this way, we must ask you to render an amended Account Sales in which the full proceeds of the consignment are duly accounted for, and to furnish us with an explanation of these transactions.

Yours faithfully,
per pro. The Prototype Co., Ltd.,
J. L. Salmon,
Secretary.

IMPORTANT. The student is reminded that the methods of organization outlined above are not the only good ones, and are not necessarily the best for any particular business. If he finds some other method in operation he must not hastily assume that it is faulty, nor should he conclude that the method given in this book is incorrect. *The criterion must always be: Does the method serve the special needs of the situation?*

PROGRESS QUESTIONS

Explain what is meant by: Stabilization of prices, statement of account, landing order, bill of lading, letter of hypothecation, bill of sight, documentary bill, warrant.

Name the documents used by a retailer in his relations with the wholesale merchant, and describe their function.

Describe a good system of dealing with correspondence in a large office, from the arrival of the letters to their final disposition. (C.I.S.)

Explain the difference between customs and excise duties. Briefly describe the procedure for the importation of goods into this country. (C.I.S.)

What is meant by F.O.R., C.F., F.A.S., C.I.F., Ex quay, Ex warehouse, Loco, Franco.

What is insured by a Marine Insurance Policy ?

Distinguish between specific and *ad valorem* duties.

Describe the procedure on the exportation of goods.

Explain Account Sales and Account Current. In what circumstances are these used ?

What precautions should be taken when corresponding with foreigners ?

Detail a scheme of organization for the correspondence of a hospital.

Describe briefly the organization of a mail-order business. Why is the letter-heading of special importance in this type of business ?

Explain "key" letter, "follow-up," "pulling-power," "repeats," "prospects."

Characterize *The Daily Telegraph* and *The Evening News* from the point of view of advertising media.

EDUCTIVE QUESTIONS

1. What statistics do you consider it would be essential or useful to record in connection with one of the following—

(a) An ordinary trading company.

(b) An insurance company.

(c) A hospital or other public institution.

In your answer give a brief outline of the method you suggest for collecting and recording such statistics. (C.I.S.)

2. What steps would you take on receiving advice that a letter posted from your office, containing a cheque and a bill of lading, had failed to reach the addressee ? (C.I.S.)

*3. Write a letter in reply to an application you have received for a reference respecting one of your company's employees who was discharged for dishonesty. (C.I.S.)

4. What advantages are derived from the use of telegraphic codes in business ? Discuss the particular merit of any well-known code with which you are familiar. What is a private code, and how is it operated ? (C.I.S.)

*5. Write a letter to a firm of advertising experts, instructing them to inaugurate an advertising campaign decided upon by your Board. (C.I.S.)

*6. Write a letter to a correspondent abroad acknowledging receipt of an Indent, and another to a firm at home inviting them to submit a tender. (C.I.S.)

7. Outline the various uses to which the Addressograph *in combination with* an adding machine may be put in the office of a secretary of a company (or public institution).

(C.I.S.)

*8. Explain the following abbreviations, and write a business letter introducing as many of them as you can: c.i.f., 4to, f.p.a., d/a, pp., *per pro.*, e.g. (C.I.S.)

CHAPTER XIII

FINANCIAL CONSIDERATIONS

VARIOUS matters of importance on the financial side of business will now receive attention.

Methods of Remittance.

Postage Stamps should not be used for sending payments by post unless the amount is quite trivial or the creditor has signified his willingness to accept payment in that form. The Post Office will not re-purchase stamps in smaller amounts than £1 worth at a time, and charges a commission of 5 per cent.

COIN may be the best mode of remittance to people in remote country districts who have no banking account. The coins should be affixed by means of slits made in cardboard so that they will not jingle and cannot easily be shaken out of the packet. They may be sent through the post only in an official registered envelope, and the Post Office will not accept a claim for over £5 in respect of coin so dispatched. The registration costs 3d.

POSTAL ORDERS are convenient for the smaller payments, and are very safe if crossed and the counterfoil filled in and retained. The poundage is 1d. for postal orders of value from 6d. to 2s. 6d., 1½d. from 3s. to 15s., and 2d. from 15s. 6d. to 20s. and for 21s. (postal orders are not issued for 20s. 6d.). To make up odd amounts postage stamps may be affixed, but must not exceed three in number nor 5d. in value. Abbreviation : P.O.

MONEY ORDERS up to the value of £40 may be sent for encashment at a specified post office. They may be crossed.

The cost is	4d.	for sums not exceeding	£3
	6d.	„ „ „ „	£10
	8d.	„ „ „ „	£20
	10d.	„ „ „ „	£30
	1s.	„ „ „ „	£40

When speed is a great consideration the payment can be authorized by means of a *Telegraphic Money Order (T.M.O.)*. That costs an additional fee of 2d. plus the charge for telegraphing the instructions.

This should be distinguished from a *Telegraphic Transfer (T.T.)*, which is, in effect, a bill of exchange sent by telegraphic instructions to a banker.

TREASURY NOTES AND BANK NOTES can be sent by post, but should certainly not be sent without registration, which must be by means of an official registered letter envelope. Compensation in the event of loss can be insured for amounts varying from £5 to £400 according to the fee, which varies from 3d. to 1s. 11d.

The easiest mode of remittance is by means of *cheques*. The only expense involved (apart from postage) is that of the twopenny stamp which they must bear; the cheque need not be made out on a printed form and the stamp can be either impressed or adhesive. In the case of friendly societies the cheques which they issue are free from stamp duty; so are those of poor-law guardians and Government departments.

Bills of Exchange.

A cheque is a bill of exchange payable on demand. "A bill of exchange is an unconditional order in writing, addressed by one person to another, signed by the person giving it, requiring the person to whom it is addressed to pay on demand or at a fixed or determinable future time a sum certain in money to or to the order of a specified person, or to bearer." (Sect. 3, Bills of Exchange Act,

1882.) The student will not get far in commercial study without finding that he had better memorize that definition. In the British Museum there is a sample of a clay bill of exchange drawn at the time of the Assyrian Empire. With such an ancient form of document one is not surprised to find many safeguards associated. The modern simple device of drawing two transverse parallel lines on a cheque is an excellent commercial convention recognized by law to ensure that a cheque so treated shall not have cash paid out against it. It must be paid into a banking account. This limits the area of fraud in respect of such a cheque to those who have, or have access to, a banking account. By converting that *general crossing* into a *special crossing*, which is effected by writing the name of a bank between the parallel lines, the possible area of fraud is narrowed still more because the cheque can then only be paid into the bank thus indicated; the safety of the cheque can be further perfected by writing in the branch of the bank into which the cheque must be paid. The addition of the words *not negotiable* does not convert a general into a special crossing, but simply "warns all holders that if there is any flaw in the title to it the rightful owner may recover from whomsoever obtains cash for it." (Moxon.) It should be remembered that postal orders are not negotiable instruments.

The term "Account Payee" does not occur in the Act, but its significance can be gathered from the following statement made by Mr. Justice Channell—

It was a direction to the receiving banker that the drawer desired to pay the particular cheque into the bank which kept the account of the payee. To disregard a direction of that kind, if the banker had information which might lead him to think that the account into which he was paying the cheque was not the payee's account, would be negligence.

A banker must pay a cheque made out to "Bearer" to anyone who presents it, provided the drawer of the

cheque is in sufficient credit and the form of the cheque is correct. "Form" includes—

(a) The Signature. The paying banker is supposed to know the signature of his customer. If he is in doubt he should refer to the signature book, and if he is unable to satisfy himself that the signature is genuine he should withhold payment until he has received verification; but he should take immediate steps to obtain such verification. If he pays out in respect of a cheque, which bears a forged signature of one of his customers, the banker must make that amount good in the customer's books.

(b) A post-dated cheque is not necessarily invalid—but the banker must not pay it, for the order to him to pay the cheque does not become operative until the date mentioned upon it. The fact that the date may be that of a Sunday in no way invalidates a cheque.

(c) The words and figures should agree. Where they differ the lower amount should be paid, if the banker is in other respects satisfied as to the genuineness of the cheque.

(d) There should be no erasures or alterations, although a cheque with alterations may be passed if they have been duly attested by the customer's signature.

The property in a bearer cheque passes by mere delivery, but endorsement plus delivery is required to pass the property in an *Order* cheque. An endorsement is the signature of the payee on the back of the cheque: if the name is spelt wrongly on the front it must be spelt wrongly on the back, and the right spelling written underneath. If simply the name is endorsed, and nothing more, that constitutes a *blank endorsement*. The cheque then becomes a bearer document. If a cheque made out to Johnny Sands is endorsed "Pay to Betty Hayes

Johnny Sands"

that is a *Special Endorsement*. If the endorsement read

"Pay to Betty Hayes only,
Johnny Sands,"

that would be a *restrictive endorsement*, as that word "only" prevents any further negotiation of the cheque.

These remarks concerning endorsements apply also to the bill of exchange not payable on demand, which is what is usually meant by the phrase, and it will now be used here in that sense. Bills of exchange being of longer date bear more endorsements than cheques (a cheque is said to be "stale" if several months old, and bankers refuse payment if they are over six months old), and sometimes the bill will not hold all the signatures that are required. A slip called an *allonge* is then pasted on the bill, and the first signature on the allonge must be written partly on the bill.

With the cheque the banker is the party who is ordered to pay: if an ordinary bill of exchange is drawn upon a banker this is called a *First Class Bill*. Bills accepted by well-known Discount and Accepting Houses and Government Stock and Treasury Bills are also called First Class Paper. Acceptance signifies that the drawee is willing to give effect to the order of the drawer. A *general acceptance* is one made without qualifications, e.g.

"Accepted
Hudson Smithers," or

"Accepted
23rd May, 19..
Payable at Dimsdale's Bank,
Hudson Smithers."

If, however, any restriction of time, place, amount, or persons had been added that would constitute it a *qualified acceptance*, e.g.

"Accepted for £500 only
Hudson Smithers," or

"Accepted
Payable at Dimsdale's Bank, and there only,
Hudson Smithers."

In reckoning the due date of a bill three *days of grace* are added to the period ; thus a bill dated 23rd May and worded " Three months after date pay to us or to our order " would mature on 26th August.

When bills are accepted, not to liquidate any debt previously incurred or about to be incurred by the acceptor but to enable the drawer to raise money by discounting the bill before maturity, that is called floating *kites* or *accommodation bills*. The drawer promises to place the acceptor in funds before the latter will be called upon to meet the bill. There has been some excellent advice on this subject. The fact remains, however, that there are a good many kites floated as a matter of regular business, and that many a firm has lived through a period of depression partly by their aid. The biggest floaters of kites are the banks themselves, but they call them *finance bills*. These bills help to finance the farming operations in North America and elsewhere. The American banks are largely in need of credit in the spring and summer months when the huge wage bills and machinery accounts of the farmers are mounting up, and they are allowed to draw upon the English banks who are relatively in credit. In the autumn the large purchases by the English of the cotton and other crops of America are to a considerable extent met by the return of the credit sold in the earlier months. This is another illustration of the equalizing tendency of commerce mentioned in the previous chapter.

The customary period adopted between different countries for bills of exchange is termed the *usage* ; it is based mainly upon the facility with which the goods in question can be sold and the ease and rapidity with which they reach the seller.

When a firm has several bills falling due at different dates, it is desirable, especially for balance sheet purposes, to ascertain what is the total liability at a given moment. This is easily arrived at by *equating the dates*. The rule

for this is: Ascertain the earliest date on which any of the bills falls due. Call that date X. Multiply the amount of each bill by the number of days from X to the due date. Add the products thus obtained and divide their sum by the sum of the amounts of the bills.

Example—

Mr. Chater had the following bills shown in his Bills Payable Book on 30th June—

A £120 due July 1.
 B £960 due Aug. 9.
 C £175 due Aug. 29.

Show their equated date.

Answer—

A	120	×	1	=	120
B	960	×	40	=	38400
C	175	×	60	=	10500
					<hr/>
	1255		1255)	49020(39
					<hr/>
					3765
					<hr/>
					11370
					<hr/>
					11295
					<hr/>

39 days after June 30 = August 8th

It should be noted that a banker is not liable in respect of a *forged endorsement* on a cheque drawn on him which he pays in good faith and without negligence in the ordinary course of business.

A banker has a *general lien* on all bills paid in to the customer's credit and all negotiable instruments deposited with him in his capacity as a banker, and this gives him the right to sell such instruments to recover any balance that may be due to him from the customer. This differs from an *ordinary lien* such as is possessed by a carrier; that gives the right of retention but not of sale. That, too, must be differentiated from *stoppage in transitu* which is the right of the seller of goods to stop those goods in transit and to prevent their delivery to the buyer if the latter has not paid for the goods and has become bankrupt or insolvent.

This lien does not arise if the instruments are not the

property of the customer or have been deposited for some specific purpose only ; if they are deposited for safe custody ; or if there is any contract, whether express or implied, that is inconsistent with the lien. The *memorandum of deposit* should state clearly whether the securities have been deposited to cover general liabilities or specific liabilities, and in the event of dispute the onus of proof rests upon the party claiming that the securities were intended to cover general liabilities. The security should be described in the memorandum as a "continuing security" so that it may be retained as cover against continuing liability. This is necessary because of *Clayton's Rule* (1816), which states that payments, if not otherwise directed, are deemed to be in respect of the earliest debt.

Appropriation of Payments.

It may be a matter of very considerable importance as to which of a number of debts a payment made by the debtor is to be allocated. If the right of appropriation rested with the creditor he would naturally wish to appropriate payments to any debt in respect of which action was barred by the Statute of Limitations ; he would also prefer to appropriate payments to debts that were unsecured, while retaining his hold in respect of secured debts. The interests of the debtor would be opposite.

The law settles the matter by giving the first opportunity of appropriation to the debtor, and the creditor is bound to follow the debtor's instructions. Failing any such instructions, the right of declaration passes to the creditor, who "may appropriate the payment to any debt he pleases, even to one for which . . . he could not successfully maintain an action. The appropriation need not be at the time of payment : any time before trial will do ; and the creditor will not be estopped even by an entry in his own books, if he has not given the debtor notice of it." (*Shirley.*)

If neither the debtor nor the creditor has exercised his right of appropriation then Clayton's rule applies. The illustration given by Mr. Ernest Sykes will make this clear—

Suppose John Smith has an overdrawn balance of £100 on his account. He calls in at the bank, pays in a cheque for £100, and draws out £100 to pay his week's wages. From a legal point of view he has extinguished his original debt and created a new one.

Now let us suppose that the overdraft is secured by a continuing guarantee of John Brown for £100. John Brown gives notice that he wishes to terminate the guarantee and at the expiration of the notice Smith's overdraft is £95. Smith's banker neglects to stop the account, and Smith comes to the bank next day, pays in £50 to his credit and draws out £25, leaving his balance £70. Brown's liability is, however, reduced to £45. The cheque for £25 constituted a new advance from the banker to Smith, and was not therefore covered by Brown's guarantee, although the £50 paid in is deemed to have paid off part of the old debt.

This passage is valuable because of its flavour of practicality. The two paragraphs which follow it may also be quoted with great advantage because they elucidate the peculiar value of *guarantees* to the banker.

One of the chief advantages of a guarantee is experienced in the case of the bankruptcy of the customer whose account is guaranteed. If the account is secured by the deposit of bonds, title deeds or similar securities belonging to the customer, the banker will have to realize them before proving against the estate in bankruptcy, or value them and deduct the value from the amount to be proved. But with a properly drawn guarantee, he can, if he think proper, prove against the estate for the full amount of his debt, and then require the guarantor to pay the balance or so much of the balance as the full amount of the guarantee will cover.

In many cases there will be an important difference between these two methods of realizing the securities. Suppose the overdraft of the bankrupt is £150, secured by the deposit of bonds worth £100 in the one case, and a guarantee of £100 in the other. In the first case the banker will be able to prove for £50 only, and if the dividend is 10s. in the £, he loses £25. In the second case he proves for £150, which, with the same dividend, will leave a debt of £75, and he can then claim the repayment of the whole of this balance by the guarantor.

Collateral Security.

This consists of security other than that of the debtor, such as that provided by the guarantor in the instance just cited. The consent of the guarantor to any fresh

arrangement respecting the debt must be obtained, otherwise the surety is annulled.

Attachment of Debts.

There are certain methods available to a creditor, who has obtained judgment in the Courts against the debtor, whereby he can expedite the process of getting the money that is due to him. If he can ascertain that the debtor has money due from a third party, the creditor can apply to the High Court for a *garnishee order* to be sent to the third party directing that party to retain the money (or goods, shares, etc.) until the Court orders its release. In its first stage the *garnishee order nisi* gives the third party (or garnishee) a definite time within which to object to the order ; on the expiration of this time the order is made *absolute* unless a satisfactory objection has been lodged. On receipt of such an order a banker should advise his customer, and, even if the bank balance is much greater than the amount of the judgment debt, should pay no more cheques on the account until the judgment has been satisfied.

The following items cannot be attached—

- (a) Money due to a shareholder on a winding-up.
- (b) Unliquidated damages due to a judgment debtor.
- (c) Purchase-money payable upon sale of real property.
- (d) Wages due to a workman, seaman, or any servant.
- (e) Salary accruing, but not actually due.
- (f) Maintenance due to a divorced wife.
- (g) An award under the Workmen's Compensation Act.
- (h) Old age pensions, police pensions, and the like.

With regard to (g), it should be noted that an award under the Employers' Liability Act, 1880, *can* be attached for debt ; and with regard to (c), it should be noted that a judgment creditor can apply to the Court for a *Writ of Elegit*, whereby the sheriff takes possession of lands of the

debtor. The creditor takes possession of the lands and holds them until the debt is paid ; or he can apply to the Court of Chancery for an order for the sale of the land.

CHARGING ORDERS are similar processes to garnishee orders used to enforce judgments against a debtor possessing stocks or shares or entitled to a fund in Court. The stocks or shares can be sold six months after the nisi order, which may be applied for without giving notice to the debtor. Notice of the order must be given to the company which issued the stock or shares, and transfer is not then permissible. The reason for these special orders is that stocks and shares must not be seized to enforce a judgment, though cheques and bills of exchange can be seized.

Where the debtor is interested in a fund in Court, a creditor or mortgagee of such interest can apply to the Court for a *Stop Order* which will prevent any dealings with the fund without notice to the creditor.

The *Notice in Lieu of Distringas* has a similar intent. It is served by the High Court upon companies to enforce the latter to give the applicant eight days' notice of any transfer or other dealing that is proposed to be made in connection with the stock or shares in which the applicant is interested. This is a very necessary power, as the companies are specifically forbidden to enter any notice of a trust in their register (Sect. 27 of the 1908 Act), and they do not restrict or in any way supervise the dealings of trustees in shares any more than they do those of non-trustees. Persons interested in the shares, such as the beneficiaries in whose behalf the trustees are presumed to act, can arrange to be informed of any contemplated dealings in the shares of the trust by filing an affidavit and notice at the High Court for the issue of a notice in lieu of distringas. (An *affidavit* is a solemn declaration made before a commissioner of oaths, a magistrate or other court official of sufficient standing.) On receipt of information of intended dealings the applicant can

again apply to the Court for an injunction to restrain such dealings: the injunction will undoubtedly be granted if sufficient reason is shown.

The Wider Outlook.

It is not to the credit of a commercial man that he boasts, "I am no politician." The political factor frequently cuts across economic demarcations, thoroughly upsetting the calculations of those who have reckoned only in terms of economic motive. The world abounds just now with instances of this, and the following paragraphs have been written in the hope of helping to unravel some of the tangled issues that have arisen.

Reparations.

Huge demands upon Germany for reparation and indemnities have been made. Ideally, the aggressor should pay; economically, it is very difficult for him to pay except at the Allies' expense. While France benefits under the Versailles Treaty by the import of German coal, Britain's coal market loses a valuable customer in consequence. If, to pay indemnities, Germany sends goods here—which, as shown by the Theory of International Trade, is the only mode for large international payments—then the producers of similar goods here are put out of employment, while German workers are kept fully employed, and Britain acts purely as a selling agency for German goods. If the goods which Germany is allowed to send are non-competitive, the amount of the reparation will be very small indeed.

"The Flight from the Mark."

Germany has been busily engaged on production, whilst Great Britain has for many months had nearly 2,000,000 unemployed. There the stimulus of high prices and a printing press is still operative; whilst here there has been

a swift fall in prices, and the fiduciary issue is controlled ; there the foreign exchange is chaotic, whilst here sterling is fast regaining its former position. The Germans themselves have lost confidence in the mark and are unburdening themselves of it as fast as they can. When Germany pays for her imports the value of the mark goes down. To restrict her exports is to assist in the process of depreciation, and from that point of view the *Safeguarding of Industries Act* is to be condemned.

The Ter Meulen Scheme.

THE TER MEULEN SCHEME proposes the authorization of credits by the economic council of the League of Nations through the issue of bonds in respect of property, e.g. railways, definitely pledged by the respective governments for this purpose. The scheme has received many blessings. It is basically sound, but should include some machinery for forcing the governments concerned to balance their budgets and to stop further inflation.

Export Credits.

The financial chaos of Central Europe created special difficulties for this country with its large stream of exports. The Government appreciated that the risks were too incalculable to be borne by the banking and export houses in the ordinary way. The *Overseas Trade (Credits and Insurance) Act*, 1920, was passed authorizing the Government to make advances and guarantees up to a total of £26,000,000 in respect of exports to certain countries of Europe. The Amendment Act of 1921 extended the facilities to the whole world. Under the *Trade Facilities Act*, 1921, the Government is empowered to guarantee issues of capital to Colonial or foreign states provided that the funds are to be expended on capital works for which the contracts will be placed in this country. This power is limited to a total of £25,000,000.

Stabilization.

The desirability of a stable form of currency has been painfully obvious. The most hopeful proposition is that of Professor Irving Fisher, who proposes to vary the gold content of the gold dollar in accordance with the variations in the general level of prices, i.e. the index number. The gold dollar would not be in circulation, but its tokens would have a constant purchasing power.

High Taxation.

Opinion is almost unanimous upon this subject, but in spite of this agreement, the student is warned that the unqualified generalization that high taxation acts in restraint of trade is unsound. To condemn a tax one must be able to show that it infringes the canons of Revenue and Expenditure. On the side of Revenue these are: Economy, Certainty, Convenience, Equality, Productivity, and Elasticity. The tests of expenditure have been less frequently emphasized. They are—

1. **ECONOMY.** A high proportion of the yield should be expended directly upon the objects for which the tax was levied. E.g. an increase in the Education Vote does not in itself justify an increase in the number of civil servants employed by the Board of Education.

2. **NECESSITY.** Expenditure should be incurred only upon objects which are essential to the country's well-being. Opinions may differ as to what is or is not necessary, but it is generally agreed that the military expenditure in Mesopotamia and Russia was contrary to this canon.

3. **PRUDENCE.** Wise expenditure will adjust between the claims of the present and of the future. In accountancy language, we should not neglect to provide for depreciation, but we need not—as a rule—make a 100 per cent provision in any one year.

4. **NON-DELEGABILITY.** The expenditure should not be

for an object which private enterprise could attain equally well.

5. **DIFFUSION.** The effect should benefit the community as a whole and not only particular classes. Schemes for social insurances tend to clash with this canon, and hence figure largely in the Geddes' proposals. They may be justified, however, by giving a wide interpretation to Canons 2, 3, and 4, especially when the schemes have a contributory basis.

6. **COMPETENCY.** The object should be such as the Government can attain.

7. **RELATIVITY.** The advantage of the object should bear a reasonable proportion to the necessary expenditure, i.e. it should be "worth while." (Distinguish this carefully from Canons 1 and 3.)

The Rt. Hon. R. McKenna has criticized present taxation on the ground that it is beyond the country's wealth capacity. This implies that the present taxes are eating into capital resources. The assertion of such a high authority must be treated with great respect, but no figures have been adduced which convince an impartial economist of its correctness.

The attack upon high taxation must justify itself by proving definite breaches of the canons above-mentioned. If the expenditure is wise it will not necessarily act in restraint of trade. Money that is taken by taxation from the rich to pay for old age pensions for the poor might fertilize more fields of industry as expended by the pensioners than it would if left in the hands of the rich: no proof is available either way.

New Capital Issues.

Despite the fact that 1921 was a year of depression, the returns from the Excess Profits Duty show that profits were made to an extent sufficient to balance losses. The duty has apparently acted largely as a compulsory reserve

fund, in many cases preventing bankruptcies. No less than £215½ millions were subscribed by the public to new capital issues—a most remarkable feat in a year which recorded an absolutely unprecedented decline in the values of commodities. The number of bankruptcies has been considerably less than previous experience would have led one to expect after such a severe fall in prices. This can only mean that there are, or were, very considerable business reserves. Such a view is confirmed by observation of the subscriptions to new capital issues in 1920 and 1919, viz., £384½ millions and £237½ millions respectively. Thus during those three years the public have had £837,000,000 of surplus cash which they were prepared to risk in new capital adventures. Taxation has not, therefore, reached such a height as to prevent the accumulation of capital, still less to cause the consumption of capital. The home market is not in urgent need of capital, as in 1921 subscriptions to oversea issues amounted to 51 per cent of the total, as compared with 15 per cent in 1920. Also, only 43 per cent of the issues in 1921 were for industrial undertakings.

The probability is, indeed, that home industries are over-capitalized and that some sifting may be expected.

Capital Levy.

The outcry against high taxation is likely to increase the number of persons advocating a levy on capital. Taxation is a levy on income, and some prominent thinkers, including Professor Pigou, of Cambridge, and Dr. Dalton, of London University, think that the best way speedily to reduce it is by making a direct levy upon capital; the proceeds, if used to liquidate the national debt, would decrease the burden of interest which the taxpayers bear. It is argued in favour of the idea—

1. That it would tend to make those pay for the war who profited from it.

2. That as the war protected property at the cost of life, property should bear the financial burden.

3. That it is more just to posterity that the present holders of war-wealth should sacrifice a portion of it than that a huge debt should be left for posterity to bear.

4. That it would settle the war debt once and for all.

5. That it would really be a smaller burden upon the rich, as well as upon the other classes, since a capital sum of, say, £500 paid now is far less in value than a payment in perpetuity of £100 a year.

Against this proposal it is urged—

1. That a levy on capital would disturb that confidence which is the very basis of modern societies by establishing a precedent which might be acted upon in the future more drastically and less justifiably.

2. That it would involve a wholesale realization of securities and property, with a consequent incalculable dislocation of values.

3. That the combined effects of (1) and (2) would effectually remove the incentive to saving.

4. That the enforcement of levies, the valuation of property, and the realization of property would require a very large and expensive staff.

The longer the operation of this method is delayed, the less is the likelihood of its being adopted, since it becomes more difficult with the passage of time to " earmark " any particular capital as being " war capital."

Deflation.

The existence of the huge war debt is one of the causes rendering deflation a painful process, for in proportion as the currency increases in purchasing power so the burden of the debt and its concomitant interest becomes heavier. Hence deflation should be accompanied step by step with reduction of the debt. To achieve this reduction high taxation is necessary: the longer it is

put off the greater will be the real burden of interest and the danger of democratic demands for the repudiation of war debts.

The Repudiation of War Debts.

This is advocated both internally and externally.

Internally, the repudiation of War Loan simply means the confiscation of the rights now possessed by those holding War Stock. This would be a capital levy of the worst type since it discriminates against a particular form of wealth. Its effects would be revolutionary.

Externally, the mutual repudiation of the Allies' War Debt is advocated by Mr. J. M. Keynes and others. There has been but little attempt to show how this could in practice be effected. The War Debts are not homogeneous—a million pounds sterling due from France to Britain is not necessarily equal in value to a million pounds sterling due from Britain to U.S.A. At the back of these debts are private individuals, not governments. Any *real* cancellation can be effected only if the rights of those private individuals are ignored: if those rights are to be ignored then the proposals are really for a world-wide revolution.

PROGRESS QUESTIONS

In what circumstances should postage stamps be used for remittances?

What precautions should be taken when dispatching coin and treasury notes by post?

Explain the procedure in connection with a T.M.O.

State the limits of compensation by the post office for loss of a packet and for loss of a parcel.

Is it legal for cheques to be used without a stamp?

What is a cheque?

Give instances of: Special crossing, general crossing, blank endorsement, special endorsement, restrictive endorsement, general acceptance, qualified acceptance.

What is meant by : Allonge, days of grace, kites, lien, usance, first class paper, Clayton's rule ?

Give a clear explanation of "not negotiable."

What is the banker's liability in respect of forged signatures and forged endorsements ?

Explain the difference between a bearer and an order cheque.

Give a simple account of : Stoppage in transitu, equation of payments, memorandum of deposit, surety, memorandum of association, collateral security.

Detail the position of a banker with regard to an overdraft (a) secured by bonds, (b) secured by a guarantor.

What is an order nisi ?

Give five instances of money which cannot be attached for debt.

Explain : Charging orders, notice in lieu of distringas, garnishee, stop order, affidavit.

The Labour Party have recently revived the idea of a Capital Levy. State as briefly as possible what, in your opinion, are the advantages and disadvantages of such a Levy. Do you consider there is any particular disadvantage in making such a Levy at the present time ? (L.A.A.)

Indicate the difficulty in respect of reparations.

Explain the Ter Meulen Scheme, Stabilization, Export Credits, and Deflation.

Discuss the outcry against high taxation, stating what you consider to be the characteristics of sound taxation.

EDUCTIVE QUESTIONS

1. Write a letter to an Inspector of Taxes appealing against an Income Tax assessment.

or

A letter to the Postmaster-General complaining of the Telephone Service. (C.I.S.)

*2. Write a letter to a firm complaining that their representative has endeavoured to obtain an order from your company by underhand methods. (C.I.S.)

*3. Write a reply to a shareholder who complains that the declaration of a larger dividend than that recommended by the directors is justified by the profits earned by your company during the year. (C.I.S.)

4. Your Board have decided to increase the capital of the company and capitalize reserve. Write a letter to the

company's solicitors, instructing them to draft the necessary resolutions, etc. Refer to any document which you consider should accompany your letter. (C.I.S.)

5. A letter is received from a shareholder urging that by reason of his connection with the company, special consideration should be given to a tender he has submitted. Write a suitable reply. (C.I.S.)

PART III

INSURANCE PROCEDURE AND CORRESPONDENCE

CHAPTER XIV

AGENCY ; RESPONDEAT SUPERIOR ; PROPOSAL FORM ; MODEL LETTERS ; AGENCY CORRESPONDENCE

It is important that the student should understand certain broad considerations governing the relations between principal and agent.

ANSON defines Agency as " employment for the purpose of bringing the employer into legal relations with a third party." The agent, like any other employee, must not act beyond the scope of his authority. If he induces others to enter into actions which are beyond that scope, he may be sued for damages for the breach of an implied warranty of authority.

In no case may he plead the contract of agency as a justification of fraud or illegality. When contracting in his capacity as agent, he must do so overtly as such : he is *prima facie* deemed to contract in his personal capacity when he signs a contract in his own name without qualification.

Principal.

The rule governing the responsibility of the principal is *respondeat superior*, that is, the principal is liable for the acts of his agent. This only applies, however, while the agent is acting within the scope of his authority. Such authority may, however, be implied by custom or precedent, as was shown in the case of *Murfitt v. Royal Insurance Co., Ltd.*, 1922, where an agent gave the proposer a Cover Note, without any express authority from the company. The company actually declined the risk, but in the meantime a claim had occurred, which the company had to discharge because the plaintiff was able to show that the agent had, on previous occasions, with the knowledge and

consent of the company given him Cover Notes in respect of other insurances.

Proposal Form.

An agent may act on behalf of a proposer to the extent of filling in the details required on the proposal form, but he must not sign the declaration on behalf of the proposer. In filling up the form, the agent must act with scrupulous exactness. In the case of *Bawden v. The London, Edinburgh, and Glasgow Assurance Company*, 1892, the agent filled in an Accident Proposal Form without disclosing a fact of which he was aware, viz., that the proposer had lost the sight of one eye. Subsequently, the insured lost the sight of his other eye, and the company was held liable for compensation on the scale of the loss of both eyes. The company cannot escape liability through ignorance of a fact which has been duly communicated to the agent.

An agent took it upon himself to make a correction upon an Employers' Liability Policy, wherein the insured was described as a "Joiner" instead of as a "Builder and Joiner." Such policy corrections should be made by the company, but the latter was held liable in spite of that. (*Holdsworth v. Lancashire and Yorkshire Insurance Company*, 1907.)

Agent's Commission.

Question—

An agent writes stating that, as he is receiving 15 per cent commission from your office, while another company is offering him 20 per cent, he will place his business elsewhere. He is an important agent, and has a valuable connection. Reply to him. (C.I.I.)

COMMENT : One important point can be settled at once, namely, that the company will not alter its rate of commission in the direction suggested by the agent. The

request must, therefore, be declined. Up to that stage the answer presents no difficulty. The difficulty consists in framing the reply in such a way that the agent may be induced to feel that his best interests will be served by continuing to represent the company. It is sought to create that atmosphere in the following letter by implying *on adequate grounds* that business is more easily procured under the auspices of the company than through less well-established offices.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
20th October, 19..

Ref. A/S. 1917.

James Palmer, Esq.,
17 Harlesden Road,
Leeds.

Dear Sir,

Re Commission.

We are in receipt of your letter of the 18th inst., and regret that the expenses of our business will not permit an increase, at the present time, in the Agents' Commission Rates. These are based upon general Insurance experience, and will be found to be fully as advantageous as those usually given by offices of good standing, whilst our premium rates are thoroughly competitive in nature.

The latter fact accounts for the widespread popularity of our policies, and the ease with which our representatives are able to effect business.

May we urge you to give these points further consideration before taking any decisive step, and to discuss fully the merits of the case with our local representative, Mr. Arthur Swann, whom we are instructing in the matter?

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTE: 1. The letter goes straight to the point. No advantage is gained by evading the issue when one has to decline a request. The declinature is, however, not abrupt.

2. A good deal more is suggested than is actually stated. This is indirectly a compliment to the agent, as

it implies that he is thoroughly *au fait* with the position and will be able to grasp all that is involved. The points that are thus hinted are that no sound company can afford to pay a higher rate of commission, and that a good deal of the agent's success has been due to the fact that he has had excellent terms to offer.

3. Although in the above letter the agent is urged to leave the matter in abeyance until he has discussed it with the local inspector, reference to the local inspector is not always advisable in such cases. Where the agent is not on good terms with the local representative it might do more harm than good to bring the latter into the discussion. Even when the agent and inspector are co-operating heartily it sometimes happens that a feeling of gloom comes over the mind of the agent, and that under this influence he writes a letter of complaint to the Chief Office. Such a letter should not be regarded as truly representative of the disposition of the agent ; it was not written with any malice, and the agent probably forgot the subject as soon as he had relieved his mind by writing about it. To refer a letter of this type to the local representative would be indiscreet and uneconomical. As to which mode of treatment is appropriate in a particular instance can only be decided after reviewing the whole circumstances.

Policy-holder's Commission.

Question—

An assured has for some years held a policy through an agent who has a large account with your office. The assured writes to say that he will renew his policy subject to your allowing him the commission in future, and not otherwise. Reply to him. (C.I.I.)

COMMENT : It would be clearly very unwise for the company to jeopardise the agent's large account in order to prevent the loss of one renewal. Moreover, the tendency of modern thought and practice is in thorough opposition to the "own case agent." Nothing could be more unfair

or more calculated to promote disaffection among the outside staff than the arbitrary transfer of business.

Presumably the policy-holder's premium is a large one, otherwise the commission would hardly be worth his while to write about : by similar reasoning the case is well worth making an effort to retain. The Inspector should therefore be instructed to call upon him without delay and to explain that the company has reached its present position of strength largely owing to its loyal protection of its agents' interests. The policy-holder would be able, the Inspector should continue, to make more money than the commission about which he wrote by taking up an agency and introducing other cases. Assuming that the policy-holder did this it would probably be easily possible to arrange a mutual transfer with the present agent.

Model Letter—

DEPARTMENT : Motor.
Ref. Renewals G.M.

HOLBORN,
LONDON, W.C.1.
16th March, 19..

G. K. Bull, Esq.,
The Manse,
Bedford.

Dear Sir,

Re Motor Policy No. 20153.

In reply to your letter of the 15th inst., we regret that we are unable to comply with your request unless it is sanctioned by our agent, Mr. S. Brown. There are legal issues involved, and we therefore think it would be advantageous for you to discuss the matter with our District Manager, Mr. A. Sert, whom we have instructed to call upon you at an early date.

Yours truly, etc.,

Agent's Introduction.

Question—

An agent writes complaining that a few weeks ago he introduced your District Inspector to a prospective client, and is very annoyed to find he has effected a policy with your Office, but through another agent. Write a suitable reply.

(C.I.I.)

COMMENT. The main requirement in a case of this type is tact.

The governing feature of the situation outlined is that, so far as the Chief Office is concerned, commission on new business is payable to the agent who effects it. The mere fact that Agent No. 1 had been in touch with the client is no guarantee that he would ever have succeeded in obtaining the business. Clearly, it would not be fair for the Office to deprive Agent No. 2 of the fruits of his successful advocacy in order to put the commission in the hands of Agent No. 1, who had been unable to procure the case, even with the assistance of the District Inspector. This must, however, be expressed very tactfully, as it is not politic for any company to snub its agents.

Model Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
Ref. Agency 3/101 HOLBORN,
LONDON, W.C.1.
16th July, 19..

James Harvie, Esq.,
Orchard House,
Rothersay.

Dear Sir,

Re Arthur Perkins' P. A. Proposal.

We beg to acknowledge the receipt of your letter of the 14th inst., and regret that you feel aggrieved by reason of the fact that Mr. Perkins has placed his insurance through another agent.

We are informed that this agent is an old friend of Mr. Perkins.

Although unfortunately in this case we were unable to complete the proposal on your introduction, we shall be pleased at all times to assist you in your efforts.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Agent's Complaint of Misrepresentation by Former Insured.

Question—

An agent writes that a client in his town, who was insured and made a most exorbitant claim for a small injury, and whose policy has since been cancelled, is going about defaming the company, stating that it treats claimants unfairly, and advising everyone he knows to have nothing to do with it or with the agent. Write the agent and the man complained of. (C.I.I.)

COMMENT : This is obviously a very serious matter, as there is the looming possibility of a libel action. The company does not want this if it can reasonably be avoided. The directors will therefore endeavour to check the defamation without precipitating legal process. At the same time, the reputation of the company is at stake, so that the nuisance must be dealt with promptly and adequately.

Model Letters—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
Ref. Sec./G.1. HOLBORN,
LONDON, W.C.1.
16th July, 19..

Private and Confidential.

Toulmin Gregory, Esq.,
Barnoldswich House,
Humpy, Notts.

Dear Sir,

I am advised that you have been recently making statements in public that are palpably untrue and calculated to damage the reputation of this company.

I hesitate to believe that you would lend yourself to such a malicious and dangerous practice, and shall be glad to hear that I have been misinformed.

If, however, there is foundation for the report, I invite you to forward immediately the precise grounds of your accusation. Meantime, I must warn you that my directors will take the most serious view of any repetition of the alleged offence.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
A. Jones, Secretary.

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
Ref. Sec./G.2. HOLBORN,
LONDON, W.C.1.
16th July, 19..

Private and Confidential.

John Sibald, Esq.,
17 Emerson Street,
Nottingham.

Dear Sir,

I am obliged by your letter of the 15th inst., with reference to the reports about this company disseminated by Mr. Toulmin Gregory.

I have to-day communicated with Mr. Gregory, and trust that the nuisance will now cease. I shall be glad, however, if you will

kindly observe and report to me immediately any further developments, bearing in mind the necessity of my having accurate evidence of any libellous statements, and of securing reliable witnesses thereof.

I have instructed our local Inspector, Mr. Thomas Edgar, to proceed as early as possible to your district and render any assistance necessary in dealing with the situation.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
 A. Jones,
 Secretary.

NOTE: It would have been unwise to accuse the ex-policy-holder of making defamatory statements. There is the possibility that the agent has exaggerated matters. In any case, it is wise to give the defamer the opportunity of letting the matter drop, but adequate steps should be taken to avoid any repetition of the statement—hence the warning to Gregory, and the instructions to the agent and the inspector.

Agent's Expenses.

Question—

An agent, in remitting the balance of a small Renewal Account, deducts an excessive amount for postage and "cost of collecting premiums." Write the necessary letter.

(C.I.I.)

Answer—

THE ECUMENICAL INSURANCE Co., LTD.,
 PARATE HOUSE,
 HOLBORN,
 LONDON, W.C.1.
 9th November, 19..

Ref. A/cs. 7/1638.

V. Dear, Esq.,
 108 Oxford Terrace,
 Enfield.

Dear Sir,

With reference to your account for the month of October, it is observed that you have credited yourself, under the items of postage and cost of collecting premiums, with 35 per cent of the total premiums collected. This proportion greatly exceeds that allocated by the company to expenses of management, and we must ask you to confine your future charges to the limits laid down in Agent's Instruction No. 16.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
 A. E. Flanders,
 General Manager.

NOTE: It would be in order for the company to enclose a debit note for the amount of the excess charges; but as

the initial expenses of building up an agency are, in fact, high in proportion to the total of premiums handled during the first month or so, and as the amount in dispute is small, the company might well content itself in the first instance with a letter of warning.

When there are alternative modes of treating a question, the student should append a note to the answer indicating briefly the other method which he might have adopted.

Competition for Business.

Question—

An agent writes saying that another office is giving, for the same premium, much better and wider benefits than those offered by your company, and that, therefore, he cannot obtain any business. Reply to him. (C.I.I.)

COMMENT : The difficulty of this question consists in its vagueness : no information is afforded as to the nature of the better and wider benefits which are offered by the rival company. This has the advantage, however, of leaving the student plenty of scope ; and he, in his turn, is not obliged to go deeply into detail. He should visualize some concrete instance which has come under his notice, e.g. a Motor Car prospectus issued by a rival company, offering wider benefits than those granted by his own company, and should set down the leading lines of the defence he would make on behalf of his own office. As far as possible, he should carry the war into his opponent's camp, but he must assiduously refrain from saying anything that could be construed as libellous.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
9th April, 19..

Ref. Agency 3/729.

John Watkins, Esq.,
10 Latimer Road,
Macclesfield.

Dear Sir,

We are glad to be informed of the difficulties which you are experiencing, and to offer you the following suggestions for combating them.

It may be confidently asserted that our rates and conditions are

at least as favourable as those of any other company of equivalent reputation, experience, and solvency ; and 90 per cent of the members of the Royal Automobile Club have found it advantageous to place their insurance with us. No company has consistently made a profit in its motor branch during recent years, and the continued high cost of living with its consequent increased charges for repairs and Third Party settlements effectively prevents any prudent company from reducing premiums.

Accordingly, we have almost invariably found in cases of undue competition that reference to the balance sheet of the rival office has provided an adequate answer. Frequently the company possesses inadequate reserves, and a small premium income.

Again, a critical examination of the so-called "extra benefits" often reveals that these are quite illusory ; and, usually, benefits which would otherwise be of considerable advantage are so hedged about by restrictions and qualifications as to reduce them considerably. Thus, in a careful comparison of the policies, our conditions and constructions are seen to be by far the more liberal.

In general, our agents are not meeting with any serious opposition of this nature, and we trust that you also will find that the obstacles are not insuperable.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
 A. E. Flanders,
 General Manager.

Proposals Signed by Agent.

Question—

A newly appointed agent, whose account promises well, has sent in two proposals which have been signed by himself in the names of the proposers. Write an appropriate letter to the agent. (C.I.I.)

COMMENT : If what this new agent has done had been done by an experienced agent, it would form quite a good ground for cancellation of the agency for forging signatures or obtaining fictitious proposals. These, as the student will appreciate, are very serious matters. All that is wanted in this instance, however, is to give the agent guidance for the future in a polite manner.

Answer— THE ECUMENICAL INSURANCE CO., LTD.,
 PARATE HOUSE,
 HOLBORN,
 LONDON, W.C.1.
 Ref. Motor A/1.
 F. King, Esq.,
 7 Hornby Road,
 Newcastle-upon-Tyne.
 Dear Sir,

Re J. Smith and R. Jones, Motor proposals.

We thank you for your letter of yesterday's date, and are gratified at the continued progress you are making in the Newmills district.

We regret, however, that it will be necessary for you to obtain fresh proposals signed by Messrs. Smith and Jones, as the legal significance of a proposal is prejudiced unless the declaration thereon is signed by the proposer himself, and in the same ink as that in which the body of the proposal form is completed. This rule should be observed in all cases, excepting those where the proposer is unable to write: in the latter instance, the proposer's mark must be witnessed by an independent party of full age.

We therefore return the two proposals referred to, and shall be glad if you will have two fresh forms completed and returned at your early convenience.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders, General Manager.

Increase of Rate.

Question—

For a certain class of risk, owing to claims experience, the rate has been increased and has therefore to be applied to a particular insurance which, in itself, has been profitable. Write a letter to the agent intimating the increase. (C.I.I.)

COMMENT: It will be useless to argue the merits of this particular insurance, as it will be almost impossible to convince any agent or policy-holder that a rate should be increased which is already yielding a good profit. It is therefore best to deal with the matter by way of a circular letter, and mention the individual case as a footnote.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,

Circular 22/8.

LONDON, W.C.1.
19th February, 19..

To the Company's Officials and Agents.

Dear Sirs,

Re Table No. X.

For some years past the Company's insurances under Table No. X have been run at a loss. The directors have, up to the present, refrained from making any alteration in the rates of premium, in the hope that in the long run a more favourable experience would assert itself and so render any alteration unnecessary. This hope has not, however, been realized; and we are therefore now compelled to make such increase in the rates as the experience justifies.

The new premium scale is enclosed, and in view of the fact that in no instance does the increase amount to more than 5 per cent

of the former premium, we have no doubt that you will be able not only to maintain but even to extend your connection.

For your assistance in explaining the alteration to existing policy-holders, we enclose a statement from which the past claims experience of the company will be observed.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders, General Manager.

Addendum.

Particulars of Insurances on B6 agency affected by the above decision.

Policy 30573—James Mulligan.	Present Premium	£3	0	0
	Future Premium	£3	2	0

Resubmission of Proposal Already Declined.

Question—

Write a letter to an agent who, in good faith, puts forward a proposal for Motor Insurance which you have previously declined through another channel. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.

Ref. M/649.

19th June, 19..

John Watkins, Esq.,
18 Howard Road,
Salisbury.

Dear Sir,

Re A. Tryon—Motor proposal.

We regret being obliged to decline the above-mentioned proposal. We have already had this business under consideration, when submitted by another agent, and had to decline it for substantial reasons.

We are afraid that Mr. Tryon has not acted in good faith in answering question No. 6 in the negative.

Yours truly,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Incomplete Proposal.

Question—

A personal accident proposal (sickness or disease) has been received from an agent, but several important questions are unanswered. Write a letter asking for the required information. (C.I.I.)

COMMENT: This question is not at all difficult, but an important legal point is involved. On every proposal

form the proposer has to declare that the statements made therein are full and true in every respect. This declaration forms the basis of the contract, and is deemed to be incorporated in the policy.

If the company accepts a proposal which is obviously incomplete, it would be difficult to plead the Declaration in a Court, especially when, as in the majority of cases, the body of the proposal form has been filled in by the agent. Similarly, the company's defence is prejudiced if the proposer's signature is in a different ink from that used in the body of the proposal, as it is possible for the policy-holder to contend, as has successfully been done in the past, that he signed a proposal in blank and had not authorized the replies which the agent had subsequently inserted.

The only safe course in connection with an incomplete proposal is to insist upon a fresh proposal, properly completed.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
16th September, 19..

Ref. P.A./298.

John Watkins, Esq.,
18 Howard Road,
Salisbury.

Dear Sir,

Re Charles Meddock's P. A. proposal.

We regret that it is necessary to return this proposal, as no replies have been given to the questions indicated thereon in red ink. Please be good enough to obtain a new proposal form, duly completed in every particular.

For your guidance, we may add that *all* questions on proposal forms must be fully and definitely answered before the proposer appends his signature to the Declaration. Merely inserting a line through the space allotted to the answer is not sufficient. If the wording of a question is such that it has no application whatever to the proposer's circumstances, the answer should be, "Does not apply."

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTE : 1. This letter is possibly rather wider than is specifically asked for in the question, but in this case that is probably a merit. By the exercise of a little imagination and sympathy, the Head Office correspondent can often make the path of the agent a little easier, and help to strengthen the ties of loyalty which should subsist between the outside and the inside staffs. The dispatch of a proposal form to the Chief Office is often the final result of much patient effort, of which the Head Office officials are probably ignorant. It is galling to the agent to find that after having brought his client up to the "closing point," he is obliged to go over the ground again. In many cases, it means that the business is lost entirely. Proposers have many peculiar whims, and one of them is to say, in such cases, that they will not be bothered any more in the matter. The Chief Office should, therefore, return proposals only in connection with serious omissions. When the occasion for such a return occurs, the agent will probably thank the Office for a lead (such as, it is believed, is given in the second paragraph of the above letter) which will prevent the likelihood of such errors in the future.

2. A further practical point may be added, although it has no direct bearing on this particular question. When the necessity arises for returning a proposal, or for eliciting further information relating to it, the whole proposal should be carefully considered, so that if there are any other matters which are not quite clear, these may be dealt with at the same time. This will save further correspondence, and will enable the agent to attend to all the issues involved in the course of a single visit to the proposer.

3. Where the nature of the business proposed is such that in any case an inspection or survey would have to be made by the inspector, the instructions to obtain the new proposal or the fuller particulars should be sent to that

official ; indeed, that is the best course where the circumstances of the case warrant the expenses entailed by the visit of an official. Should that method be adopted, the agent ought to be advised of the error, and of the procedure which he should follow in future cases.

Advice Sought re Building up Business.

Question—

A newly-appointed agent (a bank manager in a commercial district) writes saying he would like to build up a good Personal Accident Account, and asks the company's advice as to how this could best be done. Reply suitably. (C.I.I.)

COMMENT: This is a difficult question, and the treatment of it will, therefore, be analysed in detail.

Preliminary Work Before Compiling Answer. The student must first read the question very carefully, until he has thoroughly grasped its purport. He will see that it is essentially a practical treatment that is required ; and it must not be couched in elementary terms, as the addressee is a bank manager with considerable knowledge of commercial practice.

Let the student try to put himself in the bank manager's place, and think out what he would want to know. As points occur to him he should make rough notes of them on a spare piece of paper. Thus, the bank manager would probably wish to know what types of individual are most interested in P.A. policies (the student makes the note : *Types ?*) ; what are the best modes of interesting such individuals—he has his professional dignity to consider, and must, therefore, avoid any open canvassing (the student makes the note : *Modes of Introduction*) ; how he should deal with an individual whom he had succeeded in interesting in the subject. (Student's note : *Treatment of Prospects.*)

The student should then try to put himself in the place of the manager of the P.A. department, and make rough

notes of the points which he thinks he would use in those circumstances. He would certainly think of the necessity for all agents to be thoroughly acquainted with the company's prospectuses, etc. (student's note: *Literature*); this would lead him to reflect on the usefulness of the company's calendar (student's note: *Calendar*); he would also see the possibilities of the bank manager's utilizing information as to the claims which the company has paid locally (student's note: *Claims Lists*); he would also think of the services which the local inspector might render to the agent (student's note: *Inspector*); he would certainly think of the many opportunities which a bank manager has—when interviewed re loans, overdrafts, etc.—of knowing the financial and other affairs of his customers, and of the good openings for business thus afforded (student's note: *Banking Connection*).

Marshalling the Notes: The student has now jotted down eight short notes; and, as he will not have stopped to analyse the treatment as has been done here, this will not have taken very much time. By writing down each point as it occurred to him, his mind has been left free to think of other points.

The stage has now been reached when it is necessary to decide in what order these notes shall be used, for the order in which they have come into the mind is not necessarily the best order for presentation. Some of them may be discarded. Here the order adopted is—

1. (a) Literature.
- (b) Calendar.
2. Claims Lists.
3. Banking Connection.
4. Types.
5. (a) Inspector.
- (b) Treatment of Prospects.

“Modes of Introduction” is discarded as being sufficiently brought in under other headings.

It is also decided that in this instance the first person singular shall be used, because it enables one to impart more personal interest and warmth into the letter. An invitation must be given to the agent to write again if he feels in need of assistance.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
12th July, 19..

Ref. Agency S/29.

Eric Scotus, Esq.,
District Manager,
The Loamshire Banking Co., Ltd.,
New Street,
Birmingham.

Dear Sir,

I am glad to have your letter of yesterday's date, as it always affords me great pleasure to give advice on the building up of agencies.

While it may sound elementary, there can be no doubt that the primary essential of a good agency is a thorough acquaintance with the company's prospectuses and other literature: as you know from your own profession, one is able to advise with confidence and wisdom only when one is conversant with the facts.

As a means of leading conversation to the subject of insurance, the placing of one of the company's calendars on the wall of your private office has much to recommend it.

The finest method of arousing interest is found to be through a reference to the claims paid locally by the company. I enclose a recent list of claims paid in your district. It should not be difficult to arrest attention by means of a discreet reference to the claim of £1,000 which the company paid to the widow of Mr. Arthur Henshaw, who lost his life as the result of slipping in crossing a stile.

Many opportunities of securing business will doubtless arise in the course of your professional interviews, when the subject of insurance may suitably be mentioned whilst the question of securities is under discussion.

The professional man is peculiarly open to the appeal of accident and sickness insurance as his income is so dependent upon his personal efforts and efficiency. The income from a shop may remain almost the same during the absence of the proprietor; but the income of a solicitor, doctor, or auctioneer may vanish entirely during an enforced absence.

It would be advisable for you to keep a stock of the company's prospectuses for appropriate placing, as occasion warrants; but the company's local inspector, Mr. F. Clarke, will be pleased to

give you every assistance, and to follow up any introductions you may be so good as to make.

I have requested Mr. Clarke to call upon you at an early date, and to make arrangements for rendering you all the assistance you may need.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
Thomas Cashman,
Agency Manager.

PROGRESS QUESTIONS

An agent deducts an excessive amount for postage, when remitting a small Renewal Account. Draft a suitable letter.

An agent complains that a rival company offers a more attractive policy than your own. How would you reply?

A newly-appointed agent forwards a proposal signed by himself on behalf of the proposer. How would you deal with this?

Draft a suitable agency circular notifying an increased rate for a certain class of business.

An agent in good faith submits a proposal already submitted by another agent, and declined by you. Draft a reply.

An agent forwards a Personal Accident proposal, several important questions of which are unanswered. How should the matter be dealt with, and what considerations arise?

EDUCTIVE QUESTIONS

1. Discuss briefly the legal relationship between principal and agent.

2. A valuable agent of an Insurance Company, who is in arrears with the payment of his account, is apparently ignoring a previous application to him for payment. Write a further letter to him requesting settlement of his account.

3. Write a letter to an agent declining a proposal on a risk which is too heavy for acceptance.

*4. An agent has incorrectly given cover for an undesirable risk. Write a reply to his letter in which he intimates the issue of cover.

*5. An influential agent, with a fair account, is consistently behind with his settlements. Your Head Office have written suggesting that in future premiums should be collected direct by the Office, and a cheque for commission sent to the agent. You are satisfied that this course would mean your losing the business entirely. Reply to Head Office.

*6. An agent, whose account is a good one, persists in deducting an excessive amount as "postages" and "expenses." He has deducted on this occasion 18s. 4d. under this head on an amount of £52 odd, consisting of 30 items. Write him a suitable letter, calling attention to this excessive deduction.

7. An unsigned proposal has been received from an agent. Write a suitable letter.

8. Reply briefly to a newly-appointed agent who asks for information as to the best means of developing a general agency connection.

CHAPTER XV

CORRESPONDENCE RELATING TO PERSONAL ACCIDENT AND LIFE INSURANCE

SOME questions on matters of correspondence relating to personal accident and life insurance, will now be considered, and answers thereto suggested.

Refusal of Renewal.

Question—

A policy-holder who has been on the books for a long while is now 80 years of age, and has made only one claim, and that during the last twelve months. He forwards the renewal premium, which you have to return with a suitable letter, as you cannot invite renewal. (C.I.I.)

COMMENT: This is eminently a case where the less said the better.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
16th March, 19..

Department: P.A.
Ref. Renewals G/142.

George Bardsley, Esq.,
The Laurels,
Birdlip,
Glos.

Dear Sir,

Re P. A. policy No. 16432.

We are greatly obliged by your favour of the 14th inst., with its enclosure of a cheque.

We regret, however, that we are unable to continue the risk in view of the fact that you are now considerably over the age limit usually allowed by Insurance Companies generally for Personal Accident Insurance.

We have, therefore, no alternative but to return your cheque, and to enclose a formal notice of non-renewal.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Client Possessing Only One Eye.

Question—

An agent submits an inquiry regarding Personal Accident Insurance in respect of a client who has only one eye, and asks how this will affect the insurance. Reply, assuming the proposal is otherwise acceptable. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
1st January, 19..

Ref. P.A./1641.

John Watkins, Esq.,
18 Howard Road,
Salisbury.

Dear Sir,

In reply to your inquiry of the 31st ult., respecting the proposed insurance of a client who has only one eye, it would be necessary to exclude from the scope of the Personal Accident policy all risks arising from or in any way attributable to the defective eyesight, and all clauses relating to compensation for the "loss of both eyes" and for blindness.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Exclusion of Right Knee by Endorsement.

Question—

A young medical man is insured under a personal accident policy, and has on two occasions met with accidents, resulting each time in an injury to the semi-lunar cartilage of the right knee. You decide to exclude this knee for the future. Draft the letter you would write him just before the next renewal date. (C.I.I.)

COMMENT: This question supplies a good instance of the necessity of separating the relevant from the irrelevant. What is the significance of the fact that the injuries affected the semi-lunar cartilage of the right knee? None whatever, so far as the writer of the required letter is concerned. He is instructed to exclude the right knee, and may ignore the particular nature of the injury to which the knee has been subjected; he has no decision to make upon that matter.

Is there any significance in the information that the policy-holder is a young medical man? Yes, it is equivalent to an instruction that the letter is to be worded tactfully. Professional men are in a good position to influence high-class business. There are many occasions, too, when they can very materially assist the claims assessor if their goodwill has been secured.

At the same time, it would be quite a mistake to adopt an apologetic tone for making the exclusion. In the first place, the action is well within the company's rights; and in the second place, the apologetic is nearly always weak, and usually conveys the impression that an injustice is being done. Instead of apologizing, an endeavour should be made to show the policy-holder that he is being treated as generously as possible: and this endeavour can be made to succeed by skilful reference to the company's rights and to the two claims which have been paid.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
21st May, 19..

Ref. P.A./1649.

Arthur Scott, Esq., M.B.,
90 Anerley Park,
London, S.E.20.

Dear Sir,

Re Personal Accident Policy 169407.

Our Claims Department has reported adversely upon the above policy, on account of the unfavourable experience thereunder. On reviewing the circumstances, however, the directors have decided to offer you the opportunity of renewal on the understanding that the company shall be exempt from all liability for accidents to the right knee.

When remitting your premium for renewal, will you kindly forward the policy so that the necessary endorsement may be affixed.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Disablement Explained.

Question—

An agent writes asking what constitutes Total Disablement, and what Partial Disablement, under a Personal Accident Policy. Write a brief reply. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,

Ref. P.A./1683.

HOLBORN,

LONDON, W.C.1.

11th January, 19..

John Watkins, Esq.,
18 Howard Road,
Salisbury.

Dear Sir,

Replying to your query of the 9th inst., we may say that, in the terms of the Company's Personal Accident policy, Total Disablement may be regarded as the effect of a bodily injury (caused by violent, accidental, external and visible means) that independently of all other causes, immediately, continuously, and totally disables and prevents the Assured from attending to business of any kind.

Partial Disablement may be regarded as the effect of a bodily injury, similarly caused, which partially disables the Assured so that he can only partially attend to his business or occupation.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTE: The danger of committing the company to uncontemplated risks should be guarded against, by using only the words embodied in the policy. Even then great care must be exercised in the combination of one clause with another. The student should not attempt a definition on his own account.

Veterinary Surgeon's Proposal.

Question—

An accident proposal is received from a veterinary surgeon; the agent writes that it is conditional on its being accepted at Class I rate. He says that the proposer is a very desirable risk, extremely careful, and he has noticed that medical men are accepted at Class I rate. In his opinion, veterinary surgeons run no more risk than medical men, and he thinks it unfair to ask a higher rate in these cases. Reply, showing the necessity of the hazardous rate. (C.I.I.)

COMMENT : The Head Office correspondent should treat such letters from agents with considerable tolerance, especially as the concession asked for is seldom granted. It is in the nature of flat rate premiums to produce hardships in certain cases, but that is the only basis upon which it has been found possible to carry on the business of insurance. While the agent has the advantage of knowing more of the circumstances of the individual client, he has not the superior advantage of the wider experience available at the Head Office.

The reply should, therefore, be worded in such a way as to preclude any further controversy upon the matter, and to assure the agent that his point of view has received serious attention and that the company's rates are not arbitrary. If possible, it should go a little farther than that : it should not only convince the agent, but also give him a lead that will enable him to convince the proposer.

The insurance of a Veterinary Surgeon is worth taking a little trouble to secure, because he is able, if he cares to interest himself in the matter, to introduce the agent to a very profitable class of clients.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
21st January, 19.

John Watkins, Esq.,
18 Howard Road,
Salisbury.

Dear Sir,

Re Charles Sherples P. A. proposal.

We have pleasure in acknowledging the receipt of the above proposal and of your covering letter, which we have read with close attention. It is with reluctance that we return this proposal, as the claims ratio for veterinary surgeons is clearly against acceptance as a Class I risk.

The exposure to *accident* risks is far less in the case of doctors than in the case of veterinary surgeons, for the work of the latter necessarily takes them into farms and stables, and exposes them to injuries from cattle, horses, etc.

Despite the keen competition in accident business, not a single instance can be found of an office rating veterinary surgeons as a Class I risk. This fact alone proves the hazardous nature of the occupation, and consequently the advisability of your client's proceeding with the proposed insurance. If the occupation had been rated in Class I, the need for insurance would be less urgent.

Trusting that your efforts to conclude the case will be successful,

We are,

Yours truly,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Exclusion of Appendicitis.

Question—

Viscount ———, a valuable connection, writes the company forwarding a proposal for an "All Sickness and Accident" insurance, but discloses that he has had an attack of appendicitis six months before, and that he recovered without operative treatment. The company, being anxious to meet such a client, decides that it will not decline the proposal, but will accept it provided appendicitis and all other abdominal complaints are excluded. Write the Viscount a suitable letter, setting out the company's views. (C.I.I.)

COMMENT: The student should not be misled by the phrase "being anxious to meet such a client" into adopting an attitude of sycophancy. From the point of view of any individual insurance Jack is as good as his master providing he pays the same premium and is exposed to no more risk.

As a matter of policy, exclusions should not be referred to in such a way as to invite objection to them: they represent the considered judgments of the Directors, and are not matters for apology or bargaining.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.

Ref. P.A./2003.

18th March, 19..

The Right Honourable the Viscount ———,
10 Park Lane,
London, W.1.

My Lord,

Your Lordship's favour of yesterday's date was considered at to-day's meeting of the Board of Directors; and it was decided to accept your Lordship's proposal for an "All Sickness and Accident"

policy, subject to the exclusion therefrom of appendicitis and all other abdominal complaints.

I have the honour to be, my Lord,
Your Lordship's most obedient Servant,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Deduction of Income Tax.

Question—

An annuitant, solely dependent upon an annuity from your office of £120 per annum, writes complaining that "Income Tax" has been deducted from the instalment of annuity sent to her, although she is not assessable for tax. Draft a reply.

(C.I.I.) *

Answer—

PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
26th May, 19..

Ref. Cash Dept./164.

Mrs. G. Pyne,
16 Praed Street,
Paddington, W.2.

Dear Madam,

We sympathize with you in your complaint that income tax has been deducted from the instalment of annuity due to you. This deduction was not made on our own initiative but in compliance with the law relating to income tax, which renders you liable to a forfeiture of £50 if the deduction is not allowed.

In the circumstances which you mention there will be no difficulty in your obtaining the return of the tax that has been deducted on application to H.M. Inspector of Taxes for your district. You should hand him the enclosed form R. 185 on which we have certified the fact and the amount of the deduction.

If any further difficulty arises, we shall be most happy to advise you.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Income Tax not Deducted.

Question—

A policy-holder, who has had a loan from the company on his policy, writes stating that the local Income Tax inspector is claiming Income Tax on interest payments made in the financial years 1921 and 1922, and asks for a refund of £1 10s. 11d. so that he can meet the demand. Frame a series of letters which might ensue.

Answer—

Ref. Sec. 64/9.

PARATE HOUSE,

HOLBORN,

LONDON, W.C.1.

6th February, 19..

James Bostock, Esq.,
6 Rathbone Avenue, W.1.

Dear Sir,

Re Loan on Policy 645231.

In reply to your letter of the 4th inst., we beg to advise you that it would assist us in making the necessary adjustments if you let us have a sight of the Demand or of a letter from the inspector showing how the amount which you claim is apportioned.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTE: This letter is simply sent as a measure of precaution to satisfy the company that the claim for refund was really legitimate. The author is not at all clear that the company has any legal right to see the demand or other similar evidence, but the fact that the claim is in respect of past years strengthens the company's position in asking for corroboration.

6 RATHBONE AVENUE, W.1.

8th February, 19..

H.M. Inspector of Taxes,
Kingsway, W.C.2.

Dear Sir,

Adverting to your letter of the 2nd inst., I find that it would assist me in obtaining the necessary refund from the interest payments which I have made in full to the Ecumenical Insurance Co., Ltd., if I could show that company a note from you indicating how the amount of £1 10s. 11d. is apportioned between the years 1921 and 1922.

If you will be good enough to forward me a note of that purport I shall be greatly obliged, as it will contribute towards a speedy settlement.

Yours very truly,
JAMES BOSTOCK.

GFH/ETR
Please quote Pic.E.1892
(21-22)
on any reply.

JASON HOUSE,
KINGSWAY, W.C.2.
15th February, 19..

James Bostock, Esq.,
6 Rathbone Avenue, W.1.

Dear Sir,

With reference to your letter of the 8th inst., I have pleasure in certifying that according to my information 19/10 should be deducted as Income Tax from the interest payable to the Ecumenical Insurance Co., Ltd., for the 1922 period, and 11s. 1d. should be similarly deducted for the 1921 period.

I trust that this certificate meets your requirements.

Yours faithfully,
V. Grimshaw,
Inspector.

Your Ref. Sec. 64/9.
6 RATHBONE AVENUE, W.1.
16th February, 19..

The General Manager,
The Ecumenical Insurance Co., Ltd.,
Holborn, W.C.1.

Dear Sir,

Re Loan on Policy 645231.

Pursuant to the request made in your letter dated the 6th of this month, I enclose a letter from the Income Tax Inspector, and shall be glad if you will now forward a cheque for the amount claimed in my letter of the 4th inst., viz., £1 10s. 11d.

Yours very truly,
JAMES BOSTOCK.

Ref. Sec. 64/9.
PARATE HOUSE,
HOLBORN, W.C.1.
17th February, 19..

James Bostock, Esq.,
6 Rathbone Avenue, W.1.

Dear Sir,

Re Loan on Policy 645231.

We have pleasure in enclosing our cheque for £1 10s. 11d. in respect of tax which has been charged you on interest paid during the years 1921 and 1922. Please let us have an acknowledgment at your early convenience.

We are returning the letter forwarded for our information, and shall be glad if in future you will deduct the tax on interest payments.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Stamp Duties.

Question—

A policy-holder who effected a £500 Capital Redemption Policy in connection with a house he has purchased, and also a Life Policy for the same sum, acknowledges his policies but points out that the former bears only a 6d. stamp whilst the latter a 5s. stamp, and inquires whether a mistake has been made. Draft a reply. (C.I.I.)

Answer—

Ref. CORRE 6,

PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
23rd May, 19..

R. Dartle, Esq.,
16 Queen's Walk,
Bristol.

Dear Sir,

We are happy to inform you in answer to your letter of yesterday that the stamps impressed on the two policies which you acknowledge are in accordance with the regulations of the Stamp and Finance Acts.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.
A. E. Flanders,
General Manager.

COMMENT: The student should yield not to the temptation to exhibit his knowledge of stamp duties in the course of the answer. All that he is asked to do is to give the policy-holder a civil reply: he is not called upon to give him a financial disquisition.

For the information of students, however, the stamp duties in relation to insurance policies are now given.

Life Policies—

Sum assured not exceeding £	10—stamp duty is	1d.
" " " " £	25 " " "	3d.
" " " " £	500 " " "	6d. for
each £50 or fractional part of £50.		
Sum assured not exceeding £	1,000—stamp duty is	1s. for
each £100 or fractional part of £100.		
Sum assured exceeding £	1,000—stamp duty is	10s. for each
£1,000 or fractional part of £1,000.		

Marine Policies—

	<i>s. d.</i>
(a) For or upon any voyage—	
where the sum insured—	
does not exceed £250	3
exceeds £250 but not £500	6
exceeds £500 but not £750	9
exceeds £750 but not £1,000	1 -
exceeds £1,000, for every £500 or fractional part of £500	6

(b) For time—

where the insurance is made for any time not exceeding six months, an amount equal to three times the amount which would be payable if the insurance were made upon a voyage :

where the insurance is made for any time exceeding six months and not exceeding twelve months, six times the amount which would be payable if the insurance were made upon a voyage.

Personal Accident Policies—

Sixpence irrespective of the amount of the insurance, and the stamp may be adhesive (i.e. it need not be an impressed stamp).

Question—

An assured repeatedly sends his quarterly premium a week beyond the days of grace and always without any addition by way of fine. In what terms would you write him ?

Answer—

The terms in which one could write to this policy-holder depend upon the age of the policy, and upon the age of the assured. If the assured is getting on in years so that it might not be quite easy for him to get insured again, or if the policy was of some years' duration so that it had become a valuable property he should be solemnly warned that the policy will be lapsed if the next renewal is not paid within the days of grace, and that it will not be revived without payment of fine and the production of a satisfactory certificate of the assured's health at the assured's expense.

If opposite conditions prevail it will be politic to write less peremptorily. It should be pointed out that the assured's practice cannot be very beneficial to him while it is certainly very troublesome to the office. This point can be driven home more powerfully if the assured holds a with-profit policy.

Question—

An agent writes to his Head Office inquiring whether the company's Whole Life Limited Payments and Endowment policies are automatically converted into free policies directly proportional to the original sum assured and the original term in the event of discontinuance of the premiums. Write him, assuming that the reply is in the negative.

Answer—

Actuarial Dept.
O.B./2/1.

PARATE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

Mr. Lionel Piper,
16 Ramsay Road,
Wallasey, Ches.

Dear Sir,

We are, of course, aware that many offices include in their Endowment and Limited Payment policies a condition whereby it is provided that in the event of discontinuance free policies are issuable for that proportion of the sum assured which the premiums paid bear to those originally payable, but we have seldom found this used as a serious canvassing point.

This company's policies also contain a non-forfeiture condition, although not in that precise form: they provide that the policy shall remain in force for the full sum assured for a period of one year after lapsing, if the surrender value is sufficient for this purpose.

We have no reason to suppose that this condition is less popular than the former, but we shall be pleased to give it further consideration in any case where it is made a definite competitive issue.

Yours faithfully
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

PROGRESS QUESTIONS

Draft the heads of a letter to a bank manager, recently appointed an agent, who desires advice as to the building up of a Personal Accident Insurance Account. (C.I.I.)

A policy-holder who has been on the books for many years is now 80 years of age, and appears to be in failing health. Draft a suitable letter declining renewal. (C.I.I.)

Draft a letter acknowledging an All Sickness and Accident proposal from a solicitor who has lost the sight of one eye. (C.I.I.)

How would you deal with a renewal when the assured during the past twelve months had sustained a severe injury to the semi-lunar cartilage of the right knee? Draft a suitable letter. (C.I.I.)

Define total disablement and partial disablement within the meaning of a Personal Accident policy. (C.I.I.)

EDUCTIVE QUESTIONS

*1. A policy-holder has been insured under a Whole Life non-Profit policy for 15 years effected at the age of 65 at a rate of £7 10s. 0d., and asks to be relieved of further premiums

as he has paid in premiums a sum in excess of the face value of the policy. Draft a suitable reply. (C.I.I.)

2. Write a letter to your Head Office suggesting the addition to the prospectus of some new table or some new form of Life Assurance which may not be referred to therein for which you have received inquiries from time to time.

(C.I.I.)

3. What methods are available for conveying an urgent message to its destination more rapidly than by means of ordinary letter post? (C.I.I.)

*4. Write a letter to a policy-holder who complains that the premium on his policy, recently changed from yearly to quarterly, is more than one-fourth the yearly premium he has hitherto been paying. (C.I.I.)

5. Write a letter to a doctor who has written asking for a Personal Accident prospectus as he is thinking of effecting an insurance. (C.I.I.)

6. A leading solicitor in a country town holds an "All Sickness and Accident" policy with your company. He is 48 years of age, and you learn from your local medical referee that he has recently been attending the assured for *Angina Pectoris*. No claim has been made under the policy as the assured has not been totally disabled. The policy happens to be due for renewal. Write the assured. (C.I.I.)

*7. The holder of a P.A. policy insured as innkeeper (master, not serving in bar) proceeds to eject an unruly customer, and in doing so sustains a sprained right shoulder in respect of which he lodges a claim as being totally disabled for business. Write a suitable reply, giving reasons therefor.

(C.I.I.)

CHAPTER XVI

CORRESPONDENCE RELATING TO MOTOR INSURANCE

CONSIDERATION is now given to the correspondence necessary in dealing with matters relating to motor insurance.

Cover Granted under the "Comprehensive" Policy.

Question—

The following letter is received from the owner of a motor lorry insured by your Office—

"I have been reading the policy for my motor lorry, and find that claims for 'damage to roads' are not covered. What does this mean, and why is the risk excluded when I have paid for a comprehensive insurance?" (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
6th May, 19..

Ref. : M/S.A./361.

James Soper, Esq.,
The Stowage,
Deptford, S.E.3.

Dear Sir,

Re Motor Policy 4521/a.

In reply to your inquiry of yesterday, the phrase "damage to roads" has reference to the powers of local authorities to proceed against a road-user who by reason of "extraordinary traffic" has subjected a thoroughfare to more than average wear and tear. Such proceedings are extremely rare, and insurance offices have never felt it necessary to make any special provision for them.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTES : 1. It is only necessary to state the simple facts. A legal disquisition is not called for, and references to highway legislation would be out of place.

2. The writer should not allow himself to be drawn into an argument concerning the merits of comprehensive policies. On the contrary, the matter should be expressed in a small compass : this conveys in itself a suggestion that the point that has been raised is not one to make much of ; and this is confirmed by the last sentence.

Mechanical Breakdown.

Question—

A policy-holder writes asking why his Comprehensive policy does not cover mechanical breakdown risks in connection with his private motor-car. Reply suitably. (C.I.I.)

Answer—

Ref. M.S. 19.

HOLBORN,
LONDON, W.C.1.
30th June, 19..

James Hynes, Esq.,
Station Road,
Tottenham.

Dear Sir,

Re Policy M. 69432.

I am in receipt of your letter of the 29th inst. The exclusion of the risk of mechanical breakdown is common to all insurance offices. It is felt that to provide such cover as a normal part of the insurance contract would put a premium upon faulty construction and negligent maintenance.

The position is clearly indicated on page 2 of the prospectus enclosed. In accordance therewith we are agreeable to endorse your policy for the inclusion thereunder of risks arising from mechanical breakdown on the receipt of an additional premium of £3 4s.

Yours faithfully, etc.

NOTES : 1. The notes to the preceding letter are in the main applicable to the present, i.e. simplicity of phrasing and avoidance of controversy should be aimed at.

2. In all such letters an endeavour should be made to satisfy the inquirer that he has not been subjected to any

invidious treatment. This object may best be obtained by indirect testimony ; thus in the letter now under consideration the policy-holder is referred to the prospectus, whereby he can see that no secret was made of the exclusion of mechanical breakdown risks.

3. With cars over two years old it is usual to require the Assured to bear the first £3 or £5 of any claim under the heading of mechanical breakdown. There is no uniform mode of dealing with the matter. The additional premium is commonly 20 per cent of that charged for the comprehensive policy (i.e. apart from " extras ").

The risk is not one which insurance companies are anxious to assume, and therefore the correspondent need not try out his persuasive powers in this letter.

Third Party Risk.

Question—

A policy-holder writes saying that, in view of increased premiums, he has decided to insure his private car against fire, burglary, and damage to car only. He states that he is a very careful driver, and therefore does not require Third Party cover. Reply, giving reasons why Third Party risks should be covered. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
3rd June, 19..

Ref. Motor 18602.

John Marchison, Esq.,
16 Grand Parade,
Wigan.

Dear Sir,

Re Policy M. 60964.

We are favoured by your letter of yesterday's date, and note that you propose to discontinue the insurance against Third Party risks. This means that, while you are prepared to insure against the risk of fire, burglary, etc., under which the total loss cannot amount to more than £650 (the full value of the car), you are willing to bear the risks of public liability claims for which the litigation expenses alone, apart from possible damages, may easily run into some hundreds of pounds.

The matter is entirely one for you to decide ; and as you are a careful driver, no doubt you will be on the alert to avoid collisions, although everyone on the road is more or less at the mercy of negligent drivers, heedless children, and careless pedestrians.

Again, if you drive a car not belonging to you, the owner may not unreasonably expect that you will be covered by an indemnity ; on the other hand, if you lend your car to a friend, the latter may be unpleasantly surprised when he finds that there is no indemnity in force. In this case, the carefulness of your driving would be of no avail.

We recognize that you have possibly considered all these matters, but we feel that we should be failing in our duty to you as a policy-holder if we omitted to mention them. Perhaps we may hear from you on the matter at your early convenience.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager

NOTE : 1. Although this letter is somewhat long, there are no wasted paragraphs in it. The point at issue is placed in position at the outset, and driven further home by each successive sentence.

2. The main point of the policy-holder's case—his careful driving—is trenchantly attacked, not by denying it, but by showing that it is of no avail against other people's carelessness. It is further attacked by showing that carefulness in itself is not sufficient : the carefulness must be proved when a law case is in question, and such proof is costly.

3. Reference is made to the Third Party privileges in connection with friends, in order to arouse the policy-holder's *amour propre*. The feelings to which the third paragraph of the letter gives rise will be as to how mean he will look in the eyes of his friends if they discover that he has not fully insured his car.

Policy Excess—First £10 of any Claim.

Question—

A letter has been received from a client who wishes to insure his motor-car. He has had little experience in driving, and

intends to drive the car himself. Write suggesting he should bear the first £10 of any claim. (C.I.I.)

Answer—

(Address)

Ref. M. 57.
John Foster, Esq.,
210 Ash Road,
Hull.

10th July, 19..

Dear Sir,

We thank you for your inquiry dated the 9th of this month, and shall be glad if you will kindly complete the enclosed proposal form.

The normal premium for your type of car is £18 15s., but as you will be the sole driver of the car we are able to allow you a rebate of 10 per cent, thus reducing the premium to £16 17s. 6d.

A further reduction of £4 4s. 4d. will be made if you agree to bear the first £10 of any claim. As you will be the custodian of your own property you will no doubt drive carefully and so avoid petty claims; in those circumstances you are clearly entitled to the rebate, making the net premium £12 13s. 2d.

We will issue the policy immediately on receipt of the completed proposal.

We are,
Yours faithfully,
(Signature)

Total Value of Car.

Question—

A Private Motor-Car Policy which has been in force for three years is endorsed, reducing the value of the car from £600 to £400 and the renewal premium is revised from £15 to £13. The Insured writes: "As I have reduced the value of my car to two-thirds of its former value I expected the premium would be similarly reduced. Have you not made a mistake?" (C.I.I.)

Answer—

(Address)

Ref. M. 93.
Harold Eley, Esq.,
74 Stall Street,
Chester.

15th July, 19..

Dear Sir,

Re Policy M. 61173.

We are in receipt of your letter of the 14th inst. Your suggestion that the reduction in the value of the car should be followed by a reduction in premium of the very same proportion seems to overlook the fact that with the exception of claims for total loss the company's liability has not been diminished by the declaration of decreased

value. The company's position in respect of claims brought against you by third parties or brought by yourself under the Personal Accident Section of the policy is entirely unaffected by the value of the car concerned in the accident. The risks borne by the company naturally tend to increase with the age of the car, and the reduction of premium advised you is a scheduled 'rate arrived at scientifically after taking into consideration all the foregoing factors.

Yours faithfully,
(Signature)

Question—

When inviting the renewal of a private motor-car policy a reduction in the valuation of the car from £500 to £300 has been suggested. The policy holder writes—

"My car has always been carefully used, and has been recently overhauled. I consider it is still worth £500, and desire to insure for that sum. I presume you would pay the insured value in the event of total destruction."

Assume the car is four years old, and a new car of the same type and make can be bought for £550. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.

Ref. : M/S.A./45.

D. O. Wright, Esq.,
The Laurels,
Waverley Road,
Portsmouth.

6th May, 19..

Dear Sir,

Re Motor Policy 4630/a.

I am obliged by your letter of the 5th inst., and would respectfully point out that the liability of the company in the event of a total loss of your car is for the market value of the car at the time of the accident (but not exceeding the sum insured). As your car is four years old its market value is not likely to be more than the £300 which we suggested in our letter of the . . . , and there is no advantage in your continuing to pay premiums on a higher scale than the present realizable value of the car. The company's liability to indemnify you for claims made by third parties, for the cost of repairing damages to the car, and in respect of personal injuries and medical expenses remains the same whatever your decision as to the valuation may be.

As some of these considerations may not have been before you at the time of indicting your letter yesterday I shall be glad if you will kindly communicate with me again upon this matter.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.
A. E. Flanders,
General Manager.

Infringement of Named Driver Condition.

Question—

George Blank takes out a Comprehensive Motor policy covering a private hire car, limited to himself only driving, the usual reduction of 10 per cent being made. Nine months later, his two sons being demobilized from the army come into his business, and he purchases an additional car, which he again insures in his own name, limited to himself only driving. A short time after a third car is obtained and a third policy is issued in his name, and is endorsed limited to his son Charles only driving. Subsequently the second car insured is practically destroyed by fire when being driven by his son Harry. On pointing out to the assured that the policy is limited to himself only driving, and the claim is not therefore valid under the policy, he instructs his solicitors to claim for the value of the car. The solicitors write and contend that it was in the knowledge of the office through its servants that the assured was in partnership with his two sons, and that the father believed that this partnership enabled any of the three to drive any of the three vehicles. They conclude their letter—

We have mentioned the matter to numerous motor-car owners, and they contend that this repudiation of liability is not to the credit of your company. We feel so strongly on the matter that we shall most certainly take the matter further unless our client's claim is dealt with in a fair spirit.

Reply to the solicitors suitably.

(C.I.I.)

COMMENT: Students should not allow themselves to get perturbed because the question happens to mention solicitors. In connection with such questions they should remember that the fact that the solicitor sends a strong letter is by no means any evidence that he has a strong case. He is paid to do his best for his client, and by a carefully worded letter he can often obtain more for his client than a strict interpretation of the law would allow. On the other hand, it must be remembered that it is very often to the advantage of his opponent to settle a matter out of court.

But the advantages of such compromises need not as a rule be canvassed when the company knows quite clearly

that it is in the right, and is able to prove this not only to the satisfaction of the court but *also to the satisfaction of such members of the public as may hear of the case*. This last clause is italicized because it is so vital to insurance companies. They represent a class of organization whose very existence is dependent in a peculiar sense upon reputation. In the case of the ordinary manufacturing organization what matter most are quality and price, and those things can be judged by the public from the goods themselves : but an insurance company has nothing tangible to show except a piece of paper called a policy. The policy repels rather than attracts people : so that the insurance office has to rely for its custom on its character for honesty and good policy. A manufacturing company may have a bad character in many respects and yet continue to sell its goods because these are good, and it can be seen that they are good—there is no need to wait for a fire or a death to find out whether the firm will honour its contract. The insurance office has no such visible evidence of giving value for money : it gains its income by selling conditional promissory notes, and these will not be sold if it is doubted whether the notes will be paid on maturity. As such organizations are so dependent upon public opinion it is often worth their while to meet a claim that is not really just, when the circumstances are such that it would be difficult for the public to understand the justice of refusal to pay it. That argument will hardly hold, of course, when the amount of the claim is large. The whole circumstances must be regarded. There are contrary instances where it pays companies to contest even a small case because they are anxious to give publicity to the fact that they are not prepared to meet a certain class of claim. Generally speaking, however, it is better for the company to avoid the publicity of law courts because of the great danger of a dispute about a claim being misunderstood by the public. That is why

nearly all policies contain a clause stipulating that in the event of any dispute arising between the parties the matter shall be referred to arbitration.

In the particular case under consideration the facts are so unmistakable that the company's position may be vigorously maintained. These are that each of the policies was endorsed to a named driver, that this was done on the strength of proposals signed by the claimant, and that the claimant accepted a consideration of a 10 per cent reduction in the premiums in return for this limitation of the persons allowed to drive the cars. Hence no claim can arise if the car is driven by other than the named driver.

As regards the solicitors' statement about what numerous motor-car owners think about the case, there is no argument in that. It is a clear indication that the solicitors know that their client's case is not a good one, otherwise they would bring forward argument rather than special pleading. What they are hinting at is that it will be better for the company to meet the claim rather than suffer in reputation by repudiating it. It would, however, undermine the whole basis of named-driver rebates if the conditions of such commissions were allowed to be infringed without penalty.

Answer—

PARATE HOUSE,
HOLBORN, W.C.1.
22nd May, 19..

Ref. Claims. M 4.
Messrs. Howard and Widgeon,
Solicitors,
43 High Street,
Winchester.

Dear Sirs,

Re George Blank, Motor Policy 1345673.

In response to your favour of the 21st inst., we regret that we are unable to accept your point of view in this case. We have certainly no intention of repudiating liability, but we are under no liability in respect of the above-mentioned policy if the motor-car described in the schedule is driven by any person other than your client, Mr. George Blank. The policy has been specifically endorsed to this effect, and an undertaking was given by Mr. George Blank that only he would drive that car. Mr. Blank received from

us a commission amounting to £— in consideration for that limitation. He has not only broken his undertaking but asks us to admit a claim of the very character which it was agreed should be excluded.

We must very firmly refuse to entertain such an unwarranted claim.

Yours faithfully,
Etc.

PROGRESS QUESTIONS

Draft a letter defending *in general terms* the exclusions appearing in a Motor policy (Comprehensive).

Why is damage to viaducts, bridges, weigh-bridges, roads, or anything beneath them, caused by vibration or by the weight of the vehicle or load, excluded from the "Comprehensive" policy?

Why is mechanical breakdown excluded from the Commercial policy? In what way is the risk greater than it is under the Private policy?

Discuss the question of compensation for loss of use during repair.

Why is an additional premium charged for the professional use of a motor cycle when no additional premium is required for such use in the case of a private car?

EDUCTIVE QUESTIONS

*1. The insured under a Private Motor-car policy submits letter from the owner of a dog alleged to be a very valuable animal, which the motorist had the misfortune to run over and kill in the roadway while the car was being driven at an ordinary speed and on the proper side of the road. Write the dog owner pointing out why the claim he desires to make cannot be entertained.

*2. A p.h. asks if he would be covered under his Motor-car policy against Third Party claims whilst driving a car belonging to a friend. Reply—assuming policy as an ordinary comprehensive one.

3. Reply briefly to an agent who writes asking for a Motor-car prospectus and asking what your policy covers.

4. An agent writes that the holder of a Private Comprehensive Motor policy is taking his car on to the Continent for a period of from four to six months, and desires to know whether this will affect his cover. Reply suitably.

5. An insured informs the company that he has sold his private motor-car and that the new owner does not desire a cover. The policy has been in force for six months only. Advise agent what return of premium (if any) may be made.

6. A company learns from an agent that a friend is opening a garage (private hire and repairs). Write agent suggesting the form of motor policy suitable and ask for details to permit of a quotation being given.

CHAPTER XVII

CORRESPONDENCE RELATING TO BURGLARY AND GUARANTEE INSURANCE

QUESTIONS (set at examinations of the Chartered Insurance Institute) regarding the correspondence necessary in burglary and guarantee insurance, with comments thereon, and suggested answers thereto, are here detailed.

Suggested Cancellation of Insurance.

Question—

Write a letter to a householder who has written saying he wishes to cancel his Burglary policy as he has never made a claim, and does not think it necessary to continue the insurance. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
19th March, 19..

Ref. B. 14877.

James Unthank, Esq.,
16 Laxmore Street,
Brockley, S.E.4.

Dear Sir,

Re Policy B. 269768.

We have duly received your letter of the 17th inst. and have noted the instructions for the cancellation of the above-mentioned policy.

We venture to submit that this is not, from your point of view, the most opportune time at which to take such a step, as the number of thefts and burglaries has increased considerably during the past two years; while the number of police is being reduced, in order to effect economies. So far as it is possible to judge, there is more, rather than less, risk of your house being visited by burglars than when you first insured.

The fact that you have not had a claim is one for congratulation, not complaint, and has not, we presume, decided you to discontinue your fire insurance.

As some of these considerations may not have been before you at the time of writing, we shall be glad to hear whether your instructions are to be regarded as final.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Full Value Insurance.*Question—*

A proposal is received from an agent for a Combined Fire and Burglary Insurance on a private house. The fire insurance is for £300, but the burglary for £200 on the household goods item only. Draft a letter that you would write to the agent.
(C.I.I.)

COMMENT: The point involved in this question is that of "full value." The premium that is quoted for burglary insurance is based upon the assumption that the policy covers the whole value of the property exposed to risk. If the proposer does not recognize this assumption, he has no right to the minimum rate.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
16th April, 19..

Ref. B. 20560.

P. Usher, Esq.,
14 Walkden Avenue,
S.E.1.

Dear Sir,

Re James Harding, Combined Proposal.

In acknowledging the receipt of the above-mentioned proposal, we would draw your attention to the fact that whereas the value of the property proposed for fire protection is stated as £300, the value assigned for burglary insurance is only £200.

It will, therefore, be necessary to obtain a fresh proposal in which is shown the full value of the property to be insured under both schedules. If the proposer insists on showing only £200 in respect of burglary insurance, this must be rated at 5s. per cent, as the rate of 2s. per cent is based upon full value only.

Yours truly,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Question—

A policy-holder writes saying that the contents of his home are worth £1,000, but proposes to insure for only £400, as not more than that value could be stolen. Write a brief reply.
(C.I.I.)

COMMENT : The same general problem of " full value " is involved in this question, but it is the policy-holder who must be addressed. The mode of treatment must be somewhat different, as one is not entitled to assume the knowledge of insurance principles by the public which may be legitimately expected in the case of insurance agents and officials. Brevity is specifically requested, and therefore argument must be restricted to the minimum.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
Ref. B. 22178. HOLBORN,
LONDON, W.C.1.
17th June, 19..

Donald Clay, Esq.,
" Kia Ora,"
Rugeley, Staffs.

Dear Sir,

We beg to thank you for your letter of yesterday's date, and to enclose a Burglary Insurance proposal form, on receipt of which, duly completed, the matter shall have our prompt attention.

We would point out that the rate quoted, viz., 2s. per cent, is a *minimum* rate, based upon the assumption that the sum insured includes the full value of the property. On the particulars furnished by you, the premium for the full insurance of your property would be 20s. If, however, you insure only four-tenths, the company is liable for only that proportion of any claim, and a higher rate would be chargeable if the value of the jewellery and other valuables exceeded £200.

The normal course of insuring the full value of the property appears to give more general satisfaction, but we shall be pleased to proceed by either method.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTE : 1. It would be useless to employ such phrases as " the average clause " and " rateable proportion." A simple explanation, as given in the second paragraph, is the only effective method when writing direct to the public.

2. Very great care must be taken in all such letters to avoid unduly committing the company. The phrase " on

the particulars furnished by you" is a saving clause deliberately introduced to prevent an undesirable commitment. The company does not know with certainty that the value of the proposer's property is only £1,000—there is only the statement of the proposer to that effect: nor are there any means by which the company may be sure that at any future date when a claim may arise the value of the property will be truly represented by £1,000. Yet if the sentence had been expressed, "The premium for the full insurance of your property is 20s.," the company might have legal difficulty in paying less than the full amount of any claim, although the property might be greatly under-insured.

3. The point of view of the company is expressed with very great restraint: to press it emphatically would very likely have quite the opposite effect to that desired, as it might lead the proposer to imagine that the company had some ulterior motive in its insistence upon the matter, and might even cause the loss of the business altogether. Instead of this, it is left to the burden of the argument to bring about the desired result: that is the best plan to adopt in all such cases.

The nearest approach to emphasis of the company's opinion is in the last paragraph of the letter, where it is delicately hinted that the proposer had best be guided by what the majority of policy-holders had found satisfactory. Although expressed so lightly, this is really a very powerful argument, as within the average man there is a deep dislike of going against the majority.

Increase of Sum Assured, to meet Present-day Values.

Question—

Draft a circular to Burglary policy-holders recommending that the sums insured on the contents of their private houses should be increased to meet present-day values. (C.I.I.)

Answer—

Ref B

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
29th May, 19..

Dear Sir,

Re Policy B.

On preparing our list of Renewal Advices for Midsummer Day, we notice that the values insured under the above policy have not been altered since we had the pleasure of issuing it some years ago. In view of the permanent rise in values which has occurred during the past few years, it is more than likely that the present policy does not insure the full value of your property.

As you will probably prefer that your policy shall more accurately represent the present position, we enclose a proposal form so that you may make thereon any alterations which you deem advisable, in accordance with the changed circumstances. If this form is duly completed and returned, we will immediately prepare a new policy to meet your wishes.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Business Premises—Larceny Cover.

Question—

A friend of the company writes asking why his Burglary policy for his business premises does not cover larceny in the same way as his private house policy. Reply. (C.I.I.)

Answer—

Ref. B.P. 10.

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
6th May, 19..

Burton Browning, Esq.,
Petter Street,
Colchester.

Dear Sir,

Re Policy B. 200101.

I am obliged by your favour of yesterday's date, which raises a question that is often put to us. Larceny risks are never insured by any company under business premises policies—the opportunities for pilfering by employees and customers are too frequent and the dangers of collusion too rife to make such insurance practicable.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Application for Burglary Rates.

Question—

A lady client writes asking to be supplied with rates to insure her personal jewellery against Burglary, etc. Reply, suggesting "All Risks" insurance and showing its advantages.
(C.I.I.)

Answer—

(Address)

Ref. B. 6723.

10th November, 19..

Mrs. E. Mason,
79 Crick Road,
Southsea.

Dear Madam,

I thank you for your inquiry received this morning, and have pleasure in enclosing a prospectus in which are set forth the terms upon which this company is prepared to insure valuables.

It is possible to effect an insurance of jewellery against the risks of burglary, housebreaking, and larceny at the Insured's residence or bank within the United Kingdom at the rate of 6s. per £100 insured.

Personal valuables—a term which includes watches, dressing cases, furs, and laces as well as jewellery—are subject, however, to many other causes of loss such as fire, the dropping of stones from their setting, damage by acids and other corrosive substances, fastenings failing to act securely, and so on; and such misfortunes are liable to occur at *any* address where the owner may happen to be; they are especially likely to befall when the owner's attention is distracted by the confusion and multiplicity of details inseparable from travel. Happily, these risks can now be insured against by means of an "All Risks" policy, which protects the policy-holder against *all accidental loss or damage* (unless occasioned by moth or wear and tear, cleaning processes, earthquake, war, or civil commotion) happening *anywhere in the United Kingdom*. This ample protection conduces to a very desirable sense of security in the mind of the policy-holder. The rate of premium for an "All Risks" policy is 15s. per cent.

I shall be very happy to convey further information, and to carry out your instructions.

I am,
Yours faithfully,
(Signature)

NOTES : 1. If an outside representative of the Company resides within reasonable distance of the inquirer, he should be sent a copy of this letter together with a covering letter

requesting him to assist the lady in completing the proposal.

2. The exclusions have been carefully mentioned. One must exercise considerable care in a letter of this kind not to offer more than the policy will substantiate, otherwise the company may be charged with making fraudulent misrepresentations to induce an insurance contract.

3. The rate of premium for an "All Risk" policy is mentioned, although it would, of course, be shown on the accompanying prospectus. This is to "prepare" the lady's mind: on the first reading this rate will probably seem discrepant, but she will have become familiarized with it by the time the Inspector calls.

4. It must not be assumed that in actual practice the Head Office would give such a lead to "All Risks" insurance as the candidate was asked to do in the above question. The author's own experience points to the less spectacular policies for the maximum of profit and minimum of trouble in the long run.

Advisability of Fidelity Guarantee Insurance.

Question—

A firm commencing business is placing its insurances with your company, but has not given instructions in reference to Fidelity Guarantee Insurance. Write suggesting that the matter be considered. (C.I.I.)

Answer—

Ref. G'tee 2009.

(Address)

10th June, 19..

Confidential.

Thomas Torman, Esq.,
Messrs. T. Truitt & Son,
77 Torney Court,
Teddington.

Dear Sir,

On looking through the insurances which you have been good enough to place with this company we find that no provision has been made for the indemnification of your firm in the event of embezzlement, fraud, or misappropriation by your employees.

Protection of this kind is particularly important where the establishment of the firm is too recent to permit of those close associations of confidence and loyalty that accrue from experience and mutual understanding. Whilst there is thus more risk of malversation in connection with the untried staff of a young business, there are naturally smaller reserves accumulated against any such mischance; and it is therefore doubly necessary to insure the funds of the firm against encroachment.

There are diplomatic reasons which make it advisable to institute the system of Fidelity Insurance without delay. By inaugurating the system now as part of the firm's normal procedure no undesirable feelings of suspicion or disaffection will be induced among the employees; on the other hand, the manager can make his arrangements with greater confidence when dealing with a staff that has been found acceptable for guarantee insurance by this company.

If you care to return the enclosed proposal form, duly completed, we will give the matter priority of attention.

Yours faithfully,

(Signature)

Collective Bond.

Question—

Write a letter to an important firm suggesting a Collective Fidelity Guarantee policy, and showing its advantages over the individual bonds which they have at present with your company. In writing, assume the firm have recently sent another individual proposal which you are acknowledging.

(C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,

PARATE HOUSE,

Ref. G.1691.

HOLBORN,

LONDON, W.C.1.

22nd November, 19..

Messrs. Harding & Walls,

16 Fenchurch Road, E.C.1.

Dear Sirs,

Re Stephen Dodd, F.G. Proposal.

We beg to acknowledge the receipt of your letter of the 20th inst., enclosing the above-mentioned proposal.

As the number of guarantee policies which you hold is now rather considerable, involving many payments of premiums at different periods, it would probably be more convenient to you to effect a collective policy, covering all the employees who are insured under the individual policies. Substitutions could be

made thereunder, free of charge, and specific sums could be allocated in respect of each employee, according to his responsibilities.

If you would prefer such a policy, we shall be pleased to prepare it forthwith : no increase in the annual premium is involved.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Commercial Traveller's Risk.

Question—

A commercial traveller, paid by commission only, writes asking why the premium on his Fidelity Guarantee bond is so high in comparison with that paid by a friend of his who is a building society secretary. Reply. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.
18th June, 19..

Ref. G. 19041.

F. Howard, Esq.,
102 Kennington Road,
S.E.11.

Dear Sir,

Re Bond G. 2041.

We are obliged by your letter of the 16th inst., and beg to inform you that the rates for Guarantee Bonds are based upon a similar kind of accumulated experience as has been built up for the rating of Life, Fire, Personal Accident and other kinds of insurance. Such experience shows that a higher claims ratio may be expected in one occupation than in another, and our rates are simply based accordingly. We have no personal choice whatever in the matter. We may state that the differentiation to which you refer is made by every office transacting Guarantee Insurance.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Bond for Trustee in Bankruptcy.

Question—

An Accountant, who is an agent of your company, writes asking whether you will issue a bond in connection with his appointment as Trustee in Bankruptcy. Reply. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
Ref. G.B.004. HOLBORN,
LONDON, W.C.1.
26th June, 19..

James Paulsen, Esq., F.C.A.,
10 High Street,
Folkestone.

Dear Sir,

We are obliged by your letter of the 25th inst., and shall be pleased to issue a bond on your behalf on receipt of the particulars as to the date and place of the Court Order, and the amount of the trust, etc. An application form is enclosed for the reception of these details, and upon its return we will give the matter immediate attention.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

NOTE : In view of the vagueness of the information in the question, the student should not offer to dispense with references. The fact that the applicant is an agent of the Company is not in itself any reason for waiving the submission of references ; that depends upon the state of his account, the recency of the references he gave for the agency appointment, and so on. On the other hand, the Court appointment is in itself good indication of professional standing.

Death of Guaranteed Employee.

Question—

Employers held with your company for a year from 1st January, 1919, a policy guaranteeing them in respect of the fidelity of an employee who happened to die on 31st December, 1919. On 2nd August, 1920, the employer discovers that the deceased employee during 1919 had embezzled a sum approximately £500 and intimates a claim upon your company for reimbursement of this amount. Write him a suitable letter in reply. (C.I.I.)

Answer—

Ref. G.B.4.

PARATE HOUSE,
HOLBORN, W.C.1.
3rd August, 19..

Mr. Albert Fletcher,
Dry Goods Merchant,
Market Square,
Northampton.

Dear Sir,

Re F. G. Policy 1286459

In reply to your letter dated yesterday, we have to apprise you that you are not entitled to make any claim in respect of the above-mentioned policy, as we have no liability under it after the termination of three months from the date of its discontinuance. This is clearly set out on the front of the policy.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Chariness Concerning Reference.

Question—

An applicant writes stating that he is in negotiation with a firm of cattle food proprietors for a spare-time appointment as commission agent. This firm stipulate that he shall furnish a guarantee of fidelity. The applicant states, however, that he is in permanent employment as a rent collector with a firm of estate agents, and that he does not desire the latter to be communicated with on the subject of the guarantee.

How would you reply? (C.I.I.)

COMMENT: The question does not ask for a letter to be written so there is no need to write one: the tenor of the reply is sufficient.

The point to be weighed here is that the applicant wishes to exclude the company from making what is perhaps its most vital reference. Such a concession can only be made in return for a very powerful counter-security. The fact of the man wanting to take up this spare time agency rather suggests that he is none too well paid in his daily employment of rent collector, which brings him into close contact with money matters.

Answer—

The applicant should be written to stating that the employer's reference cannot be dispensed with unless the applicant can furnish a cash deposit to the amount of the surety; yearly interest at the rate of $2\frac{1}{2}$ per cent would be allowed on the deposit. An unquestionable personal counter-security of good standing might be accepted instead, if the cattle food proprietors undertook that the applicant should not be in any way concerned with the collecting of accounts or other monetary transactions.

PROGRESS QUESTIONS

Where there is a condition on a Business Premises policy that the premises must never be left without some person actually in them, can any latitude be allowed? Draft a letter dealing with the point. (C.I.I.)

Discuss the larceny risk in connection with a boarding house. Can the property of guests, boarders, and servants be covered? If not, why not? (C.I.I.)

Draft a letter justifying the Cancellation Clause. (C.I.I.)

Draft a letter excluding the larceny risk whilst a private house is let furnished. (C.I.I.)

Describe the advantages of the Collective Bond in the case of a large staff. (C.I.I.)

Why is the rate for a commercial traveller higher than that for a secretary? Draft a letter on the subject. (C.I.I.)

A chartered accountant has been appointed a trustee in bankruptcy, and requires a bond. How would you reply to his application (a) if he is well known to your company; (b) if you have had no previous relations with him? (C.I.I.)

On investigation of an applicant's previous history it appears that ten years ago he was guilty of embezzlement. Draft a suitable letter to the employer, declining the proposal. (C.I.I.)

What are the disadvantages of private surety? Draft a letter explaining the position. (C.I.I.)

EDUCTIVE QUESTIONS

1. A proposal is received for a Commercial Bond in respect of a cashier, and on making the necessary inquiries it is discovered that the applicant has no assets, the furniture being owned by his wife, and that he has debts amounting to £30, which he is gradually discharging. His salary is only £200 per annum, and he has a wife and one child to support. A guarantee for £300 is required. The applicant's business history is entirely satisfactory. Address a letter to the applicant, and one to his employers. (C.I.I.)

*2. A proposal is received for a Commercial Bond in respect of a commercial traveller paid by commission only, and earning on an average £200 per annum. A guarantee for £300 is required. Reply. (C.I.I.)

3. A merchant submits an inquiry in respect of a Collective Bond on his staff of 20 employees. He inquires what course is adopted under such a Bond, supposing changes are made in the staff. Can one employee be substituted by another? Reply. (C.I.I.)

4. A chartered accountant who is slightly known to your company by reputation only, notifies you that he has been appointed a receiver, and inquires whether you will issue the necessary Bond. Reply. (C.I.I.)

5. A letter has been sent by the Insurance Company to Dr. T. Grantly, D.D., Archdeacon of Barchester, who is the holder of a Burglary policy in respect of the contents of his private dwelling house, pointing out that he is very much under-insured, and that the full value of the contents should have been declared on the proposal. The Archdeacon replies, objecting to this on the ground that burglars can hardly take all that he possesses. Address a suitable letter to him in reply. (C.I.I.)

6. An insured holding a Private House Burglary policy writes that he understands from a friend that Insurance Companies will cover loose cash at a private dwelling house, but that he finds this risk is excluded from his own policy. Reply.
(C.I.I.)

*7. An insured holding a Private House Burglary policy writes that on referring to his policy he finds that liability is excluded in respect of collections of medals and coins. He has a collection worth about £50, and suggests that the risk should be included under Item II of the policy without extra charge. Reply. (C.I.I.)

CHAPTER XVIII

CORRESPONDENCE RELATING TO PUBLIC LIABILITY RISKS, EMPLOYER'S INDEMNITY, AND MISCELLANEOUS

IN manner similar to that adopted in previous chapters, advice is now offered on correspondence relating to public liability risks, employer's indemnity and miscellaneous insurance matters.

Workmen's Compensation Mis-description.

Question—

A W.C.A. policy-holder who is insured as a baker without machinery, describes himself on completing a claim form as a corn and provender merchant, using a hay chopper worked by power. It is decided to meet the claim. Write a letter explaining the position, and indicating what must be done to place the insurance on a proper footing. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,

E.I./G 16.

LONDON, W.C.1.

Without Prejudice.

18th June, 19..

L. Bird, Esq.,

18 Wellington Street,
Rugby.

Dear Sir,

Re Policy E.I. 43566

We acknowledge your favour of yesterday's date. Upon the claim form enclosed therein it is observed that you describe yourself as a corn and provender merchant using a hay chopper worked by power. This description does not agree with that stated upon your proposal for the insurance, wherein you described yourself as a "baker, not using machinery worked by power."

Owing to this mis-description your premium has been rated atinstead of.....and the risks attendant upon the use of the hay chopper are not covered by the policy.

We are, however, prepared to endorse your policy for the provision of the necessary cover, and will recognize your claim, on receipt of a corrected proposal form and a letter authorizing us to deduct from the claim the arrears of premium amounting towhich have accumulated through the above-mentioned circumstances.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,

A. E. Flanders,

General Manager.

Horse and Trap Insurance.

Question—

You learn that one of your company's policy-holders has recently purchased a horse and trap. Write suggesting the advisability of Third Party, etc., cover. (C.I.I.)

COMMENT : Before answering this question the student should pause to think out exactly what kinds of insurance would be required to give full cover to a horse and trap. A Drivers' Risks policy will insure against Third Party claims, including a limited provision (if required) for the horse and trap. But the horse and trap should also be insured against fire and burglary ; the horse should be insured under a Live Stock policy ; if a driver has had to be employed he should be included in an Employers' Indemnity policy. Some of these considerations are purely hypothetical, and may therefore be ignored when writing out the answer ; but others may reasonably be assumed to be covered by the *etc.* of the question, and should therefore be given a brief reference in the answer. The main point, however, is that the student should appreciate this method of thinking out the possibilities of an answer before he commences the actual work of reply.

Answer—

(Address)

Ref. H.T. 78.

29th September, 19..

James Sinden, Esq.,
Cheam Terrace,
Torquay.

Dear Sir,

Re Third Party Insurance.

I venture to enclose for your perusal a few prospectuses of policies which are likely to be of interest to you.

I would especially direct your attention to the Drivers' Risk prospectus, as the protection afforded by a policy of this kind is out of all proportion to the small premium. The whole burden of liability to the public, including any necessary law costs without limit, is borne by the company to the intense relief, mental and financial, of the individual who is so unfortunate as to have an accident when driving. Accidental damage to the vehicle and its accessories and fatal injury to the horse may be insured under the same policy.

The increase in street accidents is a regrettable feature of modern times, and claims are now more crippling in their incidence upon the individual. Never was the need for insurance more urgent in this direction.

Yours faithfully

(Signature)

Accidental Fatal Injury to Horse.

Question—

An agent submitted a proposal for a Third Party Horse Driving Risk, including the additional risks of accidental damage to vehicles and accidental fatal injury to horses. The policy was issued with the usual limitation of two-thirds of the value in respect of compensation for fatal injury to horses. The agent writes that he cannot understand why the policy should bear this limitation. (C.I.I.)

Answer—

(Address)

Ref. 72/7227.

4th November, 19..

C. Anderson, Esq.,
49 Thames Street,
Leamington.

Dear Sir,

Re Policy D. 108678.

In answer to your letter of the 2nd inst., I may say that the limitation of the indemnity for horses fatally injured to two-thirds of the horse's value is made by all companies on substantial grounds of economy and expediency.

It is feared that if owners were put in a position of financial indifference to the well-being of their horses some of them would become morally indifferent upon the matter, with results disastrous alike to public morality and insurance costs. The present distribution of the financial loss caused by horse fatalities does not bear harshly upon the humane owner, and makes it possible for him to procure his insurance at rates that are not inflated by an unwarranted claims experience.

It is usually conceded that the current system is beneficial to the mutual interests of owners, companies, and horses; and it has certainly worked well for many years.

Yours faithfully,

(Signature)

General Manager.

Differentiation between Shop Risks.

Question—

The proprietor of a wet, dried, and fried fish shop writes complaining that he has been charged an annual premium of 25s. for his Third Party Shop risk policy, but he has just found out that his neighbour, a baker, pays only 10s. to the same company for a similar policy. Frame a suitable reply.

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN,
LONDON, W.C.1.

Ref. : A.B./T.P.

16th June, 19..

Mr. James Ling,
6 Brisling Street,
Cubitt Town, E.

Dear Sir,

Re Third Party Policy 58299E.

I beg to acknowledge the receipt of your favour on the 15th inst., and hasten to assure you that in fixing the rate of premium for your

Shop Risks policy the company was not guided by any consideration other than the extent of exposure to risk in and about your shop. There is obviously much more likelihood of a customer slipping over ice or fish or upon the marble approach to your shop than of one of the baker's customers having a similar accident. Your shop is much more often crowded than the baker's, and it is open for much longer hours. It is in view of considerations such as these that you—in common with other fish merchants—are called upon to pay a higher rate. Other companies, basing their premiums upon parallel experience, make a similar differentiation.

I trust that this explanation is satisfactory.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Wages Declaration.

Question—

Although applications have been made to a Workmen's Compensation Policy-holder for the usual wage statement which has to be rendered to the company at the end of the year of insurance, no reply has been received. The company is of opinion that there would be a substantial additional premium due to them if the wage statement were secured. Write a suitable letter to the Insured pressing for the wage statement. (C.I.I.)

Answer—

THE ECUMENICAL INSURANCE CO., LTD.,
PARATE HOUSE,
HOLBORN, W.C.1.
Per Registered Post. 31st May, 19..

Ref. : E.I./G. 65.

Ezra Grover, Esq.,
91 Oldham Road,
Preston.

Dear Sir,

Re Policy E.I. 923664.

One of the conditions under which the above-mentioned policy was issued makes it incumbent upon the policy-holder to render at the end of each period of insurance a declaration as to the actual amount of wages he has disbursed during that period. This duty is clearly set out in Condition 6, which also provides that the company has the right to inspect the time-sheets and wages books of the insured.

We have on three previous occasions (1st April, 1st and 15th May) applied to you for a declaration of your wage expenditure during the year ending the 25th March last, but so far from having received

the necessary account we have not had even the slightest acknowledgment of our applications. We shall be glad if you will kindly furnish the required information without further delay.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
 A. E. Flanders,
 General Manager.

Incorrect Rating.

Question—

A Workmen's Compensation proposal is received from an agent at a rate of 15s. per cent, the correct rate being 20s. per cent. Write a suitable acknowledgment. (C.I.I.)

Answer—

Ref. E.I.341.

PARATE HOUSE,
 HOLBORN, W.C.1.
 23rd May, 19..

Mr. S. Barker,
 24 Pulross Road,
 Preston.

Dear Sir,

Re W.C.A. Proposal.

We are obliged by the receipt of this proposal, but we regret that it is necessary for you to submit a fresh proposal as you have put this forward at first class rating, whereas the prospectus shows clearly that the risk is third class and the rate accordingly 20s. per cent.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
 A. E. Flanders,
 General Manager.

COMMENT: It is better in a case of this description to retain the original proposal so that one can check the statements made thereon with those made on the second proposal.

Extension of Insurance.

Question—

E. F. is a builder and holds a small W.C. Act policy, wages £300. He writes—

I want to know what my position will be with regard to my Workmen's Insurance if I take a big contract offered

me. It is for £25,000, and is to build a big warehouse. How much will my insurance be raised? Draft reply.

(C.I.I.)

Answer—

Ref. E.I.257/4.

PARATE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

Mr. E. Freeman,
The Slatery,
Ripon.

Dear Sir,

In reply to your favour of yesterday, we regret that in the absence of more precise details as to the increase in the number of employees, their wages and occupations, and other such facts consequent upon your acceptance of the contract that has been offered to you it is impossible for us to state what increase of premium would be necessary to keep you fully covered.

We have asked our inspector, Mr. G. R. Harding, to call and discuss the matter with you at an early date, but should be glad to hear from you direct on such matters as those above indicated.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

COMMENT: This question and answer, furnishes a good instance of the difference between a question that asks for a letter, and one that asks for a description. Many marks are lost through failure to observe and act upon this distinction. It would be perfectly ridiculous in answer to the vague letter sent by this builder to go into the various factors on which the W.C.A. rating is built up—even if the letter were less vague that would still be the case.

Young insurance men frequently spoil their chances of doing business by showing too much eagerness. The experienced man knows that it is not wise to reckon on business until after the cheque for the premium has had time to be returned by the bankers.

In this particular case it would be especially unwise to go into hysterics about the prospect of doing some business, as it is exceedingly likely that the prospect will never

materialize. The man is in only a comparatively small way of business, and will probably never undertake the contract about which he writes. There is generally something wrong about business which is offered. The only sensible thing to do is to give the man a civil answer and arrange with the local inspector to see if there is any fire behind the smoke.

Common Law, Etc., an Extra !

Question—

G. H. has just received a new policy issued by your office, and in acknowledging same he states—

I thought you were going to insure me under the Workmen's Compensation Act, but I see your policy covers me under a lot of other Acts and under Common Law. Have you not sold me more than I asked for, and would I not get my policy cheaper without all these extras? Draft a reply. (C.I.I.)

Answer—

Ref. E.I. G.6.

PARATE HOUSE,
HOLBORN, W.C.1.
16th May, 19..

James Marsh, Esq.,
4 Grasmere Road,
Carlisle.

Dear Sir,

Re E.I. Policy 197563.

We have pleasure in acknowledging your letter of the 15th inst., and in informing you that the insurance cover provided you under the policy we have just issued is only the minimum that is sufficient to afford you any real security against claims arising from accidents to your workmen during and in the course of their employment. The Workmen's Compensation Act deliberately reserves to workmen the right to claim against their employers at Common Law, under the Employers' Liability Act, etc. If we confined our cover to claims brought under the Workmen's Compensation Act, you would quite likely find at the time of claim that you were not protected at all as it was brought under one of the other acts of which we have made mention in the policy.

As a matter of fact, no office—within our knowledge—grants the restricted cover suggested by you.

We trust, however, that the position is now clear.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

Specific Performance.

Question—

An assured under a Personal Accident policy meets with a somewhat serious accident while out shooting, and as a result has a loose cartilage in right knee. On the policy becoming due for renewal the office requires, as a condition of renewal, to endorse the policy excluding the injured knee. This the assured refuses to agree to, and the policy lapses. Some considerable time after he calls at the office, fills up a proposal form, hands it, together with a cheque for a premium, to a junior clerk, and asks for a cover note. He is informed that the head of the department is out, and that he (the clerk) is not authorized to issue a cover. Proposer, however, insists, and ultimately the clerk gives him a letter acknowledging the cheque, and says the risk is held covered. On his return the head of the department endeavours to see the proposer, but finds he has gone for a holiday; consequently a letter is written stating the risk is held covered subject to the same terms as previously offered, viz., excluding the injured knee. No reply is received, and the policy is duly sent to the assured. Some weeks after, on his return, he returns the policy and claims that the proposal was accepted with no exclusions, and demands the removal of the endorsement. This is refused, and notwithstanding that the office have been on the risk for a month, he is offered his full premium back again. This he refuses, and places the matter in his solicitor's hands, who writes demanding a policy free from the exclusion, and states that unless he receives an agreement to issue such a policy forthwith he intends to issue a writ claiming specific performance of the contract.

Reply to the solicitor, and say what you would do in the event of his issuing such writ. (C.I.I.)

COMMENT: This looks very formidable, but is actually nothing of the kind. If the particulars are read carefully, the case will be seen to be a simple one of bluff. The only real weakness in the position of the office is that it is still holding the policy-holder's money, but as against that it has offered to return the premium.

No amount of bluster by the policy-holder or the solicitor can convert the junior clerk into an agent or into an adult. The only position that could be held

legally with regard to the second policy is that there was never a contract with regard to it, for so far as the junior was concerned he was doubly disqualified from making a contract on behalf of the office—first, because he had never been authorized so to act ; secondly, because he was a minor. It can further be claimed that another of the conditions necessary to a contract was not present, viz., that the minds of the parties were not *ad idem*, i.e. were not in agreement. That is proved by the subsequent conduct—the head of the department immediately excluding the right knee, the policy-holder claiming that the right knee must not be excluded. There are other points that could be made on behalf of the office, but no good is done by flogging a dead horse.

Answer—

Ref. Corre. 7.

PARATE HOUSE,
HOLBORN, W.C.1.
24th May, 19..

Messrs. Spenlow and Jorkins,
249 Old Jewry, E.C.1.

Dear Sirs,

Re O.L. Crabtree P.A. Proposal.

We duly received your letter dated the 22nd May, and would respectfully advise you that we are not to be intimidated into forgoing one iota of our rights.

Without prejudice, we again offer to return the premium which your client left with a lad aged seventeen, and we enclose a cheque for the amount.

If you do not choose to accept this on behalf of your client kindly address your future communications to Messrs. Barham and Attem, 90 Walbrook, E.C.1.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

If the solicitor did issue the writ the matter should be placed in the hands of the company's solicitors.

NOTE: The term "without prejudice" is important, as it prevents the opposing solicitor from construing the offer into an admission of being in the wrong.

Change of Business.

Question—

A tobacconist who previously had been a builder decided to rebuild and alter part of his premises (business being carried on during alterations), and wrote to the company to know whether the W.C.A. policy he took out to cover his shop staff would also cover the men engaged rebuilding the premises, provided he included their wages in the amount of wages paid at the end of the year. He intimated that he estimated the wages at £300, and that no machinery would be used on the job, which would be completed in twelve months. Draft a suitable reply. (C.I.I.)

Answer—

Ref. E.I. Hl.

PARATE HOUSE,
HOLBORN, W.C.1.
30th May, 19..

William Rudyard, Esq.,
Ashburnham,
Fleetwood Road,
Guildford.

Dear Sir,

In response to your favour of yesterday's date, we enclose a proposal form so that you can enter thereon the particulars relating to the building contract into which you have entered. It is necessary for this to be completed as your present policy would not cover such a different class of venture as that which you now propose, nor would the rate of premium be the same for both undertakings.

We will give the matter immediate attention on receipt of the completed proposal.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

PROGRESS QUESTIONS

Draft a letter recommending a Third Party (Drivers') policy. (C.I.I.)

Why is the indemnity granted under the Drivers' policy in respect of accidental fatal injury to the insured's horse limited to two-thirds the value of the animal at the time of the accident? Discuss fully. How would you put the case to an insured? (C.I.I.)

Explain why a higher rate is charged under the Drivers' policy in respect of a mineral water cart than for a delivery van. (C.I.I.)

Draft a circular letter to the grocery trade recommending the Premises policy. What risks are covered, and what examples would you give? (C.I.I.)

Draft a letter requesting a Wages Declaration under a Builder's Public Liability policy. (C.I.I.)

Why does a Property Owner's policy cover Common Law liability in addition to the liability under the Housing Acts? Explain fully. If the Common Law indemnity were deleted, could the premium be reduced? (C.I.I.)

EDUCTIVE QUESTIONS

*1. A retail draper writes asking about Third Party insurance and whether it is necessary to insure. Reply suitably. (C.I.I.)

2. A Third Party (Drivers') policy has proved consistently unprofitable over a period of many years. Write the agent, declining renewal. (C.I.I.)

3. Write a letter to a Municipal Authority which proposes to discontinue its insurances and to place the amount annually payable in premiums to establish an insurance fund. (C.I.I.)

4. An agent asks if your company transacts Property Owners' Liability insurance, and asks for some information on the subject. Draft a brief reply. (C.I.I.)

5. The following letter is received from an agent—

I am sorry to have to return the enclosed Personal Accident renewal for cancelment as the insured will not renew. I gathered that he had transferred to another company through a personal friend.

A week afterwards, when the days of grace have expired, a remittance is received by the office direct from the insured in payment of the premium. Reply. (C.I.I.)

6. A proposal for Burglary Insurance is put forward for a fancy goods dealer's saleshop risk—the total value of the contents is stated in the proposal as £5,000 and a rate of 5s. per cent is quoted. The proposer considers it too heavy and writes: "As there is only £400 or £500 worth of goods which could be removed I do not see the sense of paying for more. I am prepared to pay a premium of 25s. for £500, and shall be glad if you will prepare policy accordingly." Reply.

*7. On the renewal of a Workmen's Compensation policy with an annual premium of £10 10s. 0d. it is found that the increased wage roll for the past year calls for an excess premium of £62 15s. 0d., and both amounts are collected by the agent.

Subsequently, on the recommendation of the office, the insured agrees to the issue of a new policy on the basis of the increased wages.

The policy at an annual premium is £73 5s. 0d. is issued to the agent, with a request that the renewal receipt be returned for cancelment and credit of account.

The agent replies: "I have seen our insured with the new policy, and endeavoured to collect the balance of new premium in accordance with your instructions. He has the idea, however, that he is being asked to pay twice, and I shall be glad if you will kindly write to him direct, explaining the position of matters." Reply. (C.I.I.)

8. A private Motor-Car policy which has been in force for three years is endorsed, reducing the value of the car from £600 to £400, and the renewal premium is revised from £15 to £13. The insured writes: "As I have reduced the value of my car to two-thirds of its former value I expected the premium would be similarly reduced. Have you not made a mistake?" Reply. (C.I.I.)

PART IV
LETTERS BY
GREAT WRITERS

CHAPTER XIX

LETTERS BY GREAT WRITERS

THE greater part of the preceding pages has consisted of criticism and analysis. It seems fitting and a welcome change for this chapter to be devoted to the uninterrupted appreciation of a few of the letters written by renowned authors.

1. Lord Chesterfield to his Son.

I mentioned to you some time ago, a sentence which I would most earnestly wish you always to retain in your thoughts, and observe in your conduct ; it is, *suaviter in modo, fortiter in re*. I do not know any one rule so unexceptionably useful and necessary in every part of life.

The *suaviter in modo*, alone, would degenerate and sink into a mean, timid complaisance, and passiveness, if not supported and dignified by the *fortiter in re* ; which would also run into impetuosity and brutality, if not tempered and softened by the *suaviter in modo* : however, they are seldom united. The warm, choleric man, with strong animal spirits, despises the *suaviter in modo*, and thinks to carry all before him by the *fortiter in re*. He may, possibly, by great accident, now and then succeed, when he has only weak and timid people to deal with ; but his general fate will be, to shock, offend, be hated, and fail. On the other hand, the cunning, crafty man, thinks to gain all his ends by the *suaviter in modo* : he becomes all things to all men ; he seems to have no opinion of his own, and servilely adopts the present opinion of the present person ; he insinuates himself only into the esteem of fools, but is soon detected, and surely despised by every body else. The wise man—who differs as much from the cunning, as from the choleric man—alone joins the *suaviter in modo* with the *fortiter in re*.

If you are in authority, and have a right to command, your commands, delivered *suaviter in modo*, will be willingly, cheerfully, and—consequently—well obeyed : whereas, if given only *fortiter*, that is brutally, they will rather, as Tacitus says, be *interpreted*, than *executed*. For my own part, if I bade my footman bring me a glass of wine, in a rough, insulting manner ; I should expect, that, in obeying me, he would contrive to spill some of it upon me : and, I am sure, I should deserve it. A cool, steady resolution should show, that, where you have a right to command, you will be obeyed ; but, at the same time, a gentleness in the manner of enforcing that obedience, should make it a cheerful one, and soften, as much as possible, the mortifying consciousness of inferiority. If you are to ask a favour, or even to solicit your due, you must do it *suaviter in modo*, or you will give those, who have a mind to refuse you either, a pretence to do it, by resenting the manner ; but, on the other hand, you must, by a steady perseverance, and decent tenaciousness, show the *fortiter in re*. In short, this precept is the only way I know in the world of being loved, without being despised ; and feared, without being hated. It constitutes that dignity of character, which every wise man must endeavour to establish.

If, therefore, you find, that you have a hastiness in your temper, which unguardedly breaks out into indiscreet sallies, or rough expressions, to either your superiors, your equals, or your inferiors ; watch it narrowly, check it carefully, and call the *suaviter in modo* to your assistance : at the first impulse of passion, be silent, till you can be soft. Labour even to get the command of your countenance so well, that those emotions may not be read in it—a most unspeakable advantage in business ! On the other hand, let no complaisance, no gentleness of temper, no weak desire of pleasing, on your part ; no wheedling, coaxing, nor flattery, on other people's, make you recede one jot from any point, that reason and prudence have bid you

pursue : but, return to the charge, persist, persevere ; and you will find most things attainable, that are possible. A yielding, timid meekness, is always abused and insulted, by the unjust and the unfeeling ; but, meekness, when sustained by the *fortiter in re*, is always respected, commonly successful. In your friendships and connections, as well as in your enmities, this rule is particularly useful—let your firmness and vigour preserve and invite attachments to you ; but, at the same time, let your manner prevent the enemies of your friends and dependants from becoming yours ; let your enemies be disarmed by the gentleness of your manner ; but, let them feel, at the same time, the steadiness of your just resentment ; for, there is a great difference between bearing malice—which is always ungenerous—and a resolute self-defence—which is always prudent and justifiable.

2. Dr. Johnson to Lord Chesterfield.

TO THE RIGHT HONOURABLE THE EARL OF CHESTERFIELD.

7th February, 1755.

My Lord,

I have been lately informed by the proprietor of the *World*, that two papers, in which my Dictionary is recommended to the publick, were written by your Lordship. To be so distinguished, is an honour, which, being very little accustomed to favours from the great, I know not well how to receive, or in what terms to acknowledge.

When, upon some slight encouragement, I first visited your Lordship, I was overpowered, like the rest of mankind, by the enchantment of your address, and could not forbear to wish that I might boast myself *Le vainqueur du vainqueur de la terre* ;—that I might obtain that regard for which I saw the world contending ; but I found my attendance so little encouraged, that neither pride nor modesty would suffer me to continue it. When I had once addressed

your Lordship in publick, I had exhausted all the art of pleasing which a retired and uncourtly scholar can possess. I had done all that I could ; and no man is well pleased to have his all neglected, be it ever so little.

Seven years, my Lord, have now passed, since I waited in your outward rooms, or was repulsed from your door ; during which time I have been pushing on my work through difficulties, of which it is useless to complain, and have brought it at last, to the verge of publication, without one act of assistance, one word of encouragement, or one smile of favour. Such treatment I did not expect, for I never had a Patron before.

The shepherd in Virgil grew at last acquainted with Love, and found him a native of the rocks.

Is not a Patron, my Lord, one who looks with unconcern on a man struggling for life in the water, and, when he has reached ground, encumbers him with help ? The notice which you have been pleased to take of my labours, had it been early, had been kind ; but it has been delayed till I am indifferent and cannot enjoy it ; till I am solitary, and cannot impart it ; till I am known, and do not want it. I hope it is no very cynical asperity, not to confess obligations where no benefit has been received, or to be unwilling that the publick should consider me as owing that to a Patron, which Providence has enabled me to do for myself.

Having carried on my work thus far with so little obligation to any favourer of learning, I shall not be disappointed though I should conclude it, if less be possible, with less ; for I have been long wakened from that dream of hope, in which I once boasted myself with so much exultation,

My Lord,
Your Lordship's most humble
Most Obedient Servant,
SAM. JOHNSON.

3. Dr. Johnson Solicits Employment.

TO MR. CAVE.

Greenwich, next door to the Golden Heart,
Church-Street, 12th July, 1737.

Sir,

Having observed in your papers very uncommon offers of encouragement to men of letters, I have chosen, being a stranger in London, to communicate to you the following design, which, I hope, if you join in it, will be of advantage to both of us.

The History of the Council of Trent having been lately translated into French, and published with large notes by Dr. Le Courayer, the reputation of that book is so much revived in England, that it is presumed, a new translation of it from the Italian, together with Le Courayer's notes from the French, could not fail of a favourable reception.

If it be answered, that the History is already in English, it must be remembered, that there was the same objection against Le Courayer's undertaking, with this disadvantage, that the French had a version by one of their best translators, whereas you cannot read three pages of the English History without discovering that the style is capable of great improvements; but whether those improvements are to be expected from this attempt, you must judge from the specimen, which, if you approve the proposal, I shall submit to your examination.

Suppose the merit of the version equal, we may hope that the addition of the notes will turn the balance in our favour, considering the reputation of the Annotator.

Be pleased to favour me with a speedy answer, if you are not willing to engage in this scheme; and appoint a day to wait upon you, if you are.

I am, Sir,

Your humble servant,

SAM. JOHNSON.

4. From Lady Mary Wortley Montagu (before her marriage).

28th March, 1710.

TO MR. WORTLEY MONTAGU.

Perhaps you'll be surprised at this letter ; I have had many debates with myself before I could resolve on it. I know it is not acting in form, but I do not look upon you as I do upon the rest of the world, and by what I do for *you*, you are not to judge my manner of acting with others. You are brother to a woman I tenderly loved ; my protestations of friendship are not like other people's,—I never speak but what I mean ; and when I say I love, 'tis forever. I had that real concern for Mrs. Wortley, I look with some regard on every one that is related to her. This and my long acquaintance with you may in some measure excuse what I am now doing. I am surprised at one of the " Tatlers " you send me ; is it possible to have any sort of esteem for a person one believes capable of having such trifling inclinations ? Mr. Bickerstaff has very wrong notions of our sex. I can say there are some of us that despise charms of show and all the pageantry of greatness, perhaps with more ease than any of the philosophers. In contemning the world, they seem to take pains to condemn it ; we despise it without taking the pains to read lessons of morality to make us do it. At least I know I have always looked upon it with contempt without being at the expense of one serious reflection to oblige me to it. I carry the matter yet further ; was I to choose of two thousand pounds a year or twenty thousand, the first would be my choice. There is something of an unavoidable *embarras* in making what is called a great figure in the world,—[it] takes off from the happiness of life ; I hate the noise and hurry inseparable from great estates and titles, and look upon both as blessings that ought only to be given to fools, for 'tis only to them that they are

blessings. The pretty fellows you speak of I own entertain me sometimes ; but is it impossible to be diverted with what one despises ? I can laugh at a puppet-show ; at the same time I know there is nothing in it worth my attention or regard. General notions are generally wrong. Ignorance and folly are thought the best foundations for virtue, as if not knowing what a good wife is was necessary to make one so. I confess that can never be my way of reasoning ; as I always forgive an *injury* when I think it not done out of malice, I can never think myself *obliged* by what is done without design. Give me leave to say it (I know it sounds vain), I know how to make a man of sense happy ; but then that man must resolve to contribute something towards it himself. I have so much esteem for you I should be very sorry to hear you was unhappy ; but for the world I would not be the instrument of making you so, which (of the humour you are) is hardly to be avoided if I am your wife. You distrust me : I can be neither easy nor loved where I am distrusted. Nor do I believe your passion for me is what you pretend it ; at least I am sure was I in love I could not talk as you do. Few women would have spoke so plainly as I have done ; but to dissemble is among the things I never do. I take more pains to approve my conduct to myself than to the world, and would not have to accuse myself of a minute's deceit. I wish I loved you enough to devote myself to be forever miserable for the pleasure of a day or two's unhappiness. I cannot resolve upon it. You must think otherwise of me or not at all.

I don't enjoin you to burn this letter. I know you will.

5. From Dr. Thomas Arnold to a Pupil who had Failed in his Examination at the University.

.... I hardly know whether you would like my writing to you ; yet I feel strongly disposed so far to presume on the

old relation which existed between us, as to express my earnest hope that you will not attach too much importance to your disappointment, whatever it may have been, at the recent examination. I believe that I attach quite as much value as is reasonable to university distinctions ; but it would be a grievous evil if the good of a man's reading for three years were all to depend on the result of a single examination, affected as that result must ever in some degree be by causes independent of a man's intellectual excellence. I am saying nothing but what you know quite well already ; still the momentary feeling of disappointment may tempt a man to do himself great injustice, and to think that his efforts have been attended by no proportionate fruit. I can only say, for one, that as far as the real honour of Rugby is concerned, it is the effort an hundred times more than the issue of the effort, that is in my judgment a credit to the school ; inasmuch as it shows that the men who go from here to the University do their duty there ; and that is the real point, which alone to my mind reflects honour either on individuals or on societies ; and if such a fruit is in any way traceable to the influence of Rugby, then I am proud and thankful to have had such a man as my pupil. I am almost afraid that you will think me impertinent in writing to you ; but I must be allowed to feel more than a passing interest in those whom I have known and valued here ; and in your case this interest was renewed by having had the pleasure of seeing you in Westmoreland more lately. I should be extremely glad if you can find an opportunity of paying us a visit ere long at Rugby.

6. Dr. Thomas Arnold to the Parent of a Pupil.

I regret in your son a carelessness which does not allow him to think seriously of what he is living for, and to do what is right not merely as a matter of regularity, but because it is a duty. I trust you will not think that I

am meaning anything more than my words convey, or that what I am regretting in your son is not to be found in nineteen out of every twenty young men of his age ; but I conceive that you would wish me to form my desire of what your son should be, not according to the common standard, but according to the highest,—to be satisfied with no less in him than I should have been anxious to find in a son of my own. He is capable of doing a great deal ; and I have not seen anything in him which has called for reproof since he has been with me. I am only desirous that he should work more heartily,—just, in short, as he would work if he took an interest of himself in his own improvement. On this, of course, all distinction in Oxford must depend : but much more than distinction depends on it ; for the difference between a useful education, and one which does not affect the future life, rests mainly on the greater or less activity which it has communicated to the pupil's mind, whether he has learned to think, or to act, and to gain knowledge by himself, or whether he has merely followed passively as long as there was some one to draw him.

7. John Stuart Mill to Herbert Spencer.

With regard to the *Reader*, I like the plan of full signatures....But, to admit of this it would be necessary for the *Reader* to give up the plan it has recently adopted of making slashing attacks to right and left, with very insufficient production of evidence to justify the vituperation ; and in a manner which gives to an indifferent spectator the impression either of personal ill-will in the particular case, or of general flippancy and dogmatism. Contributors will not like to indentify themselves by name with a publication which would embroil them with an unlimited number of angry and vindictive writers, together with their friends and their publishers. I myself should not like to be supposed to be in any way connected, for instance,

with the attack on the *Edinburgh Review* (for which I am at this very time preparing an article)—an attack of which I totally dislike the tone, and agree only partially with the substance: and it happens that the article singled out from the last number for special contempt, my name, too, being cited against it, is by a personal friend of my own, a man of very considerable merit, whom I was desirous of securing as a recruit for the *Reader*, and who is very naturally hurt and indignant at the treatment of him. I am by no means against severity in criticism, but the more it is severe, the more it needs to be well weighed and justly distributed.

8. Circular Letter Issued by the Poor Law Commissioners in 1835.

CIRCULAR LETTER RELATIVE TO WORKHOUSE DIETARIES.

Sir,

The following dietaries, numbered 1, 2, 3, 4, 5, and 6, have been used in different parts of England, and all of them have been proved to be sufficient in quantity, and perfectly unexceptionable as to the nature of the provisions specified in each.

These dietaries are now offered to boards of guardians, to select from them that one which appears to be the best adapted for each particular Union.

In making this selection, especial reference must be had to the usual mode of living of the independent labourers of the district in which the Union is situated, and on no account must the dietary of the workhouse be superior or equal to the ordinary mode of subsistence of the labouring classes of the neighbourhood.

Want of attention to this essential point has been the cause of much evil, by too frequently exhibiting the pauper inmates of a workhouse as fed, lodged, and clothed in a way superior to individuals subsisting by their own

honest industry, thereby lessening the stimulus to exertion, and holding up an inducement to idle and improvident habits.

The board of guardians, after they have made a selection of the dietary most suitable to the circumstances of their Union, will notify the fact to the Poor Law Commissioners, specifying the number of the dietary so selected, and the Commissioners will then issue the same under seal, and thus render its observance imperative.

By order of the Board,

EDWIN CHADWICK, Secretary.

To the Clerk of the Board of Guardians
of the — Union.

9. From Lord Salisbury to Captain Jephson.

Hatfield,

3rd October, 1891.

My Dear Sir,

I have great pleasure in informing you that, on the recommendation of H.R.H. the Prince of Wales, the Queen has been pleased to confer upon you the honour of knighthood in recognition of your services as Secretary of the Royal Naval Exhibition.

Believe me,

Yours very truly,

SALISBURY.

10. From Lord George Hamilton to Captain Jephson.

Admiralty,

Whitehall.

Dear Captain Jephson,

I am sure you most fully deserved the honour the Queen has bestowed on you, and I am sure that the whole Service will appreciate the reward as one well bestowed. The

Naval Exhibition has from first to last been an unmitigated success, and this is to a large extent due to your exertions. The Press, the Public and the Service had to be considered and their idiosyncrasies recognized. This you have done with great skill and tact.

Believe me,

Yours truly,

GEORGE HAMILTON.

6th November, '91.

11. From Sir M. de Bunsen, British Ambassador at Vienna, to Sir Edward Grey, British Foreign Minister.

(Telegraphic)

Vienna, *28th July, 1914.*

I am informed by the Russian Ambassador that the Russian Government's suggestion has been declined by the Austro-Hungarian Government. The suggestion was to the effect that the means of settling the Austro-Servian conflict should be discussed directly between Russian Minister for Foreign Affairs and the Austrian Ambassador at St. Petersburg, who should be authorized accordingly.

The Russian Ambassador thinks that a conference in London of the less interested Powers, such as you have proposed, offers now the only prospect of preserving peace of Europe, and he is sure that the Russian Government will acquiesce willingly in your proposal. So long as opposing armies have not actually come in contact, all hope need not be abandoned.

12. From Sir Edward Grey to Sir F. Bertie, British Ambassador at Paris.

FOREIGN OFFICE,

29th July, 1914.

Sir,

After telling M. Cambon to-day how grave the situation seemed to be, I told him that I meant to tell the German

Ambassador to-day that he must not be misled by the friendly tone of our conversations into any sense of false security that we should stand aside if all the efforts to preserve the peace, which we were now making in common with Germany, failed. But I went on to say to M. Cambon that I thought it necessary to tell him also that public opinion here approached the present difficulty from a quite different point of view from that taken during the difficulty as to Morocco a few years ago. In the case of Morocco the dispute was one in which France was primarily interested, and in which it appeared that Germany, in an attempt to crush France, was fastening a quarrel on France on a question that was the subject of a special agreement between France and us. In the present case the dispute between Austria and Servia was not one in which we felt called to take a hand. Even if the question became one between Austria and Russia we should not feel called upon to take a hand in it. It would then be a question of the supremacy of Teuton or Slav—a struggle for supremacy in the Balkans ; and our idea had always been to avoid being drawn into a war over a Balkan question. If Germany became involved and France became involved, we had not made up our minds what we should do ; it was a case that we should have to consider. France would then have been drawn into a quarrel which was not hers, but in which, owing to her alliance, her honour and interest obliged her to engage. We were free from engagements, and we should have to decide what British interests required us to do. I thought it necessary to say that, because, as he knew, we were taking all precautions with regard to our fleet, and I was about to warn Prince Lichnowsky not to count on our standing aside, but it would not be fair that I should let M. Cambon be misled into supposing that this meant that we had decided what to do in a contingency that I still hoped might not arise.

M. Cambon said that I had explained the situation very clearly. He understood it to be that in a Balkan quarrel, and in a struggle for supremacy between Teuton and Slav we should not feel called to intervene ; should other issues be raised, and Germany and France become involved, so that the question became one of the hegemony of Europe, we should then decide what it was necessary for us to do. He seemed quite prepared for this announcement and made no criticism upon it.

He said French opinion was calm, but decided. He anticipated a demand from Germany that France would be neutral while Germany attacked Russia. This assurance France, of course, could not give ; she was bound to help Russia if Russia was attacked.

E. GREY.

13. From Abraham Lincoln to his Brother.

2nd January, 1851.

Dear Johnston,

Your request for eighty dollars I do not think it best to comply with now. At the various times when I have helped you a little you have said to me, " We can get along very well now " ; but in a very short time I find you in the same difficulty again. Now, this can only happen by some defect in your conduct. What that defect is, I think I know. You are not lazy, and still you are an idler. I doubt whether, since I saw you, you have done a good whole day's work in any one day. You do not very much dislike to work, and still you do not work much, merely because it does not seem to you that you could get much for it. This habit of uselessly wasting time is the whole difficulty ; it is vastly important to you, and still more so to your children, that you should break the habit. It is more important to them, because they have longer to live, and can keep out of an idle habit before

they are in it, easier than they can get out after they are in.

You are now in need of some money ; and what I propose is that you shall go to work, "tooth and nail," for somebody who will give you money for it. Let father and your boys take charge of your things at home, prepare for a crop, and make a crop, and you go to work for the best money wages, or in discharge of any debt you owe, that you can get ; and, to secure you a fair reward for your labour, I now promise you, that for every dollar you will, between this and the first of May, get for your own labour, either in money or as your own indebtedness, I will then give you one other dollar. By this, if you hire yourself at ten dollars a month, from me you will get ten more, making twenty dollars a month for your work. In this I do not mean you shall go off to St. Louis, or the lead mines, or the gold mines in California, but I mean for you to go at it for the best wages you can get close to home in Coles County. Now, if you will do this, you will be soon out of debt, and, what is better, you will have a habit that will keep you from getting in debt again. But, if I should now clear you out of debt, next year you would be just as deep in as ever. You say you would almost give your place in heaven for seventy or eighty dollars. Then you value your place in heaven very cheap, for I am sure you can, with the offer I make, get the seventy or eighty dollars for four or five months' work. You say if I will furnish you the money you will deed me the land, and, if you don't pay the money back, you will deliver possession. Nonsense ! If you can't now live with the land, how will you then live without it ? You have always been kind to me, and I do not mean to be unkind to you. On the contrary, if you will but follow my advice, you will find it worth more than eighty times eighty dollars to you.

Affectionately your brother,

A. LINCOLN.

14. From Dean Swift to a Young Clergyman.

Dublin, *9th January*, 1719-20.

Sir,

..... I should likewise have been glad if you had applied yourself a little more to the study of the English language than I fear you have done ; the neglect whereof is one of the most general defects among the scholars of this kingdom, who seem not to have the least conception of a style, but run on in a flat kind of phraseology, often mingled with barbarous terms and expressions peculiar to the nation ; neither do I perceive that any person either finds or acknowledges his wants upon this head, or in the least desires to have them supplied. Proper words in proper places make the true definition of a style. But this would require too ample a disquisition to be now dwelt on ; however, I shall venture to name one or two faults, which are easy to be remedied with a very small portion of abilities.

The first is the frequent use of obscure terms, which by the women are called hard words, and by the better sort of vulgar, fine language ; than which I do not know a more universal, inexcusable, and unnecessary mistake, among the clergy of all distinctions, but especially the younger practitioners. I have been curious enough to take a list of several hundred words, in a sermon of a new beginner, which not one of his hearers among a hundred could possibly understand ; neither can I easily call to mind any clergyman of my own acquaintance who is wholly exempt from this error, although many of them agree with me in the dislike of the thing. But I am apt to put myself in the place of the vulgar, and think many words difficult or obscure, which the preacher will not allow to be so because those words are obvious to scholars. I believe the method observed by the famous Lord Falkland, in some of his writings, would not be an ill one for young divines : I was assured by an old person of quality, who knew him well, that when he doubted whether a word was

perfectly intelligible or not, he used to consult one of his lady's chamber maids (not the waiting woman, because it was possible she might be conversant in romances), and by her judgment was guided whether to receive or reject it. And if that great person thought such a caution necessary in treatises offered to the learned world, it will be sure at least as proper in sermons, where the meanest hearer is supposed to be concerned, and where very often a lady's chamber maid may be allowed to equal half the congregation, both as to quality and understanding. But I know not how it comes to pass, that professors in most arts and sciences are generally the worst qualified to explain their meanings to those who are not of their tribe : a common farmer shall make you understand in three words that his foot is out of joint, or his collar-bone broken ; wherein a surgeon, after a hundred terms of art, if you are not a scholar, shall leave you to seek. It is frequently the same case in law, physic, and even many of the meaner arts.

.

The fear of being thought pedants has been of pernicious consequence to young divines. This has wholly taken many of them off from their severer studies in the university ; which they have exchanged for plays, poems, and pamphlets, in order to qualify them for tea-tables and coffee-houses. This they usually call " polite conversation," " knowing the world," and " reading men instead of books." These accomplishments, when applied to the pulpit, appear by a quaint, terse, florid style, rounded into periods and cadences commonly without either propriety or meaning. I have listened with my utmost attention for half an hour to an orator of this species, without being able to understand, much less to carry away, one single sentence out of a whole sermon. Others, to show that their studies have not been confined to sciences or ancient authors, will talk in the style of a gaming ordinary, and

White Friars ; when I suppose the hearers can be little edified by the terms of *palming*, *shuffling*, *biting*, *bamboozling*, and the like, if they have not been sometimes conversant among pickpockets and sharpers. And truly, as they say a man is known by his company, so it should seem that a man's company may be known by his manner of expressing himself, either in public assemblies or private conversation.

It would be endless to run over the several defects of style among us : I shall therefore say nothing of the mean and paltry, (which are usually attended by the fustian), much less of the slovenly or indecent. Two things I will just warn you against : the first is, the frequency of flat unnecessary epithets ; and the other is, the folly of using old threadbare phrases, which will often make you go out of your way to find and apply them, are nauseous to rational hearers, and will seldom express your meaning as well as your own natural words.

Although, as I have already observed, our English tongue is too little cultivated in this kingdom, yet the faults are nine in ten owing to affectation, and not to the want of understanding. When a man's thoughts are clear, the properest words will generally offer themselves first, and his own judgment will direct him in what order to place them, so as they may be best understood. Where men err against this method, it is usually on purpose, and to show their knowledge of the world. In short, that simplicity, without which no human performance can arrive to any great perfection, is nowhere more eminently useful than in this.

.

If a rational man reads an excellent author with just application, he shall find himself extremely improved, and, perhaps, insensibly led to imitate that author's perfections, although in a little time he should not remember one word in the book, nor even the subject it handled ;

for books give the same turn to our thoughts and way of reasoning that good and ill company do to our behaviour and conversation ; without either loading our memories, or making us even sensible of the change. And particularly I have observed in preaching, that no men succeed better than those who trust entirely to the stock or fund of their own reason, advanced indeed, but not overlaid, by commerce with books. Whoever only reads in order to transcribe wise and shining remarks, without entering into the genius and spirit of the author, as it is probable he will make no very judicious extract, so he will be apt to trust to that collection in all his compositions, and be misled out of the regular way of thinking, in order to introduce those materials which he has been at the pains to gather : and the product of all this will be found a manifest incoherent piece of patchwork.

15. From Lord Chesterfield to his Son.

Very few people are good economists of their fortune, and still fewer of their time ; and yet, of the two, the latter is the most precious. I heartily wish you to be a good economist of both ; and you are now of an age to begin to think seriously of these two important articles. Young people are apt to think they have so much time before them, that they may squander what they please of it and yet have enough left ; as very great fortunes have frequently seduced people to a ruinous profusion. Fatal mistakes, always repented of, but always too late ! Old Mr. Lowndes, the famous Secretary of the Treasury, in the reigns of King William, Queen Anne, and King George the First, used to say, " Take care of the pence, and the pounds will take care of themselves."

This holds equally true as to time ; and I most earnestly recommend to you the care of those minutes and quarters of hours, in the course of the day, which people think too short to deserve their attention ; and yet, if summed up

at the end of the year, would amount to a very considerable portion of time

Many people lose a great deal of time by reading, for they read frivolous and idle books Stick to the best established books in every language, the celebrated poets, historians, orators, and philosophers. By these means, to use a city metaphor, you will make fifty per cent of that time, of which others do not make above three or four, or probably nothing at all.

Many people lose a great deal of their time by laziness ; they loll and yawn in a great chair, tell themselves that they have not time to begin anything then, and that it will do as well another time. This is a most unfortunate disposition, and the greatest obstruction to both knowledge and business. At your age you have no right or claim to laziness. You are but just listed in the world, and must be active, diligent, indefatigable. If ever you purpose commanding with dignity, you must serve up to it with diligence. Never put off till to-morrow what you can do to-day.

Dispatch is the soul of business ; and nothing contributes more to dispatch than method. Lay down a method for everything, and stick to it inviolably, as far as unexpected incidents may allow. Fix one certain hour and day in the week for your accounts, and keep them together in their proper order, by which means they will require very little time, and you can never be cheated. Whatever letters and papers you keep, docket and tie them up in their respective classes, so that you may instantly have recourse to any one. Lay down a method also for your reading, for which you allot a certain share of your mornings : let it be in a consistent and consecutive course, and not in that desultory and immethodical manner in which many people read scraps of different authors upon different subjects. Never read history without having maps and a chronological book of tables lying by you, and

constantly recurred to, without which history is only a confused heap of facts. One method more I recommend to you, by which I have found great benefit, even in the most dissipated part of my life ; that is, to rise early and at the same hour every morning, how late soever you may have sat up the night before.

You may say, it may be, as many young people would, that all this order and method is very troublesome, and only fit for dull people, and a disagreeable restraint upon the noble spirit and fire of youth. I deny it, and assert, on the contrary, that it will procure you both more time and more taste for your pleasures, and, so far from being troublesome to you, that after you have pursued it a month, it would be troublesome to you to lay it aside.

APPENDIX

SPECIMEN SOLUTIONS
OF THE QUESTIONS DISTINGUISHED
BY AN ASTERISK

APPENDIX

SPECIMEN ANSWERS TO THE ASTERISKED QUESTIONS IN THE CHAPTERS INDICATED

CHAPTER II.

1. Summit	Abstruse	Obsequious
Economy	Enervates	Dissipated
2. Feeble	Accused	Sad
Talk	Dear	Beginning

CHAPTER III.

1. I was wondering in which direction the wounded lion had gone when I heard a warning shout. Starting and looking half round, I saw the lion in the act of springing on me. He caught my shoulder as he sprang, and we both came to the ground together. Growling horribly close to my ear, he shook me as a terrier dog shakes a rat. In another minute I would have been killed, had not some of my companions fired again at the lion and this time killed it. But never afterwards could I use quite easily the arm which the lion crushed.

2. Bleating. Lowing. Neighing. Braying. Grunting.
Crowing. Quacking. Croaking. Roaring. Howling.
Trumpeting.

CHAPTER IV.

2. (a) He is a youth who has yet to win his way in the world, i.e. not licked into shape.

(b) The result was after all not worth the procuring. Cadmus was a reputed Prince of Thebes who introduced sixteen simple letters into the Greek alphabet.

(c) He adopted an independent course of action. The expression was first used by Lord Rosebery concerning himself.

(d) His conduct was ridiculous throughout. "Quixotic" is formed from Cervantes' story of "Don Quixote," a farcical knight who tilted at windmills as proof of his chivalry.

(e) There has been too much gloomy foreboding. "Jeremiads" is from the prophet Jeremiah who prophesied the captivity of Israel.

(f) His works are full of genuine wit such as characterized the people of Athens (Attica).

CHAPTER V.

1. (a) His spelling is bad, (b) We can match any pattern, (c) One must always guard against such outbreaks, (d) The revival of these old ideas is not likely to have much effect.

3. (a) It is inappropriate diction to speak of food as *lovely*; *good* is a better word. *Servants* has no apostrophe, and one cannot insert it with any surety as there is nothing to indicate whether one or more servants is referred to.

(b) *Separately* and *severally* are the correct spellings, but they mean the same thing; one of them should be replaced by *jointly*. The correct punctuation and spelling after *answer* are: *but*. "*It's all right.*"

(c) Incorrect spelling of *wring*, and *extasy* (which is more frequently spelt *ecstasy*).

The intervals cannot have been *constant*, otherwise there would be nothing but a void: *frequent* is the correct word. *Ecstasy* is generally used of joy, and *paroxysm* is the usual word expressive of fits of terror.

(d) *To properly perform* is a split infinitive. *Properly* should follow *duties*, and it would be better to say *fulfil* rather than *perform*.

(e) Incorrect spelling of *imminent*; *with each other* is superfluous; *the* should be inserted before *means*.

(f) Incorrect spelling of *yew-tree's*; *heat* is used figuratively for *hot weather*, and *during* refers to the whole period, whereas it was at a particular part of the period when the letter was written—*in* should therefore be used; *lay prone*—*lay* should be *lie*, and *prone* is tautological; *down* is admissible but not necessary.

4.

20 NORMAN ROAD,
GREENWICH, S.E.10.
3rd May, 19..

Dear Sister,

I was very glad to get your letter this morning, and to know that you are well in health. It relieves my mind to learn that you are becoming more reconciled to your new surroundings.

I feel sure that you will have very little more serious trouble through loneliness if you will draw up a definite programme of duties and engagements for your leisure hours. Probably you have never noticed that my evenings are all spent "according to plan." On Monday evenings I go to the Debating Society, and on my return I write out notes of what took place there. Tuesday evening I call my "sandwich evening" because I devote it to mending and darning interspersed with reading from some good novel—like the meat between the bread and butter. Wednesday evening is given up to practice of various kinds, largely in preparation for the Thursday evening Co-operative Guild where I play the piano, as you know.

I must not bore you with any more of these familiar details else

you will be cross with me, but one thing I must tell you : the first thing I do on leaving the office on Fridays is to go to the post office and bank—I will not tell you how much, but it is a fixed sum. I always feel when I have done that that I have less to lose or squander, and more to help me in case of need. I enter the amount in my own cash book after tea, and balance my accounts for the week. Somehow this balancing seems to cause me more trouble than my big accounts at the office ; but it is great fun, and I do at any rate know where my money has gone. By the way, since I took to making some of my own clothes I have been able to make that weekly saving 2s. more than it was before, and the clothes wear very much longer.

Write again soon,
Your affectionate sister,
MAUD.

CHAPTER VI.

2. (a) The passage given means : He sank from being an author of some power to being a mere journalist of no particular importance. Grub Street was what is now called Milton Street, and several authors of little repute lived there.

(b) The term Pre-Raphaelite has not been marked by precise usage, but may be said to denote marked individualistic qualities. It was first applied to a set of artists—Holman Hunt, Rossetti, and Ford Madox Brown, who lavished great praise on the break from tradition which they discovered in some of the Pre-Raphaelite artists.

The sentence may be paraphrased : His work was noticeable chiefly on account of its departure from traditional lines.

(c) Gargantua was a giant written about (it is supposed) by the humorous Rabelais. The sentence means nothing more than : The big man laughed heartily.

(d) Tadpole and Taper were the names of political place-hunters in Disraeli's novel *Coningsby*. The sentence means : It was the political hangers-on who spread the rumour.

(e) Rhadamanthus was, according to a Greek myth, a son of Zeus and Europa. He lived such a just life that after his death he was made a judge of the dead.

The sentence might be paraphrased : The policy was condemned by the disinterested historian who, like Rhadamanthus, sits in judgment upon the past.

CHAPTER VII.

1. As things are so bad just now he ought not to be so rude because I happen to be a week in arrears with my rent. I have always paid promptly till now, when my husband is out of work and one of my children is ill. He is very rich although he does not deserve anything since he is so proud and greedy. He has no right to be unpleasant to all the ladies in the street every time he passes through it.

3.

29 FALCON ROAD,
NORWICH,

3rd May, 19..

MR. HARRY HARTER.

Dear Harry,

I am sure you will be interested to hear that my career is now settled. I have decided to become an auctioneer and estate agent, and have already spent a week in the office of Messrs. Moore and Moore. At first I found the experience very strange, but I am getting over that now, and believe that I shall like the work. In fact I have got to like it, for I am articled to the firm for five years.

As you can readily believe I did not enter into that agreement without much weighing of pros and cons. I soon decided that it would suit me much better than a post in the bank, because I am too restless to want to sit down all the time I am at work. To give up my long-cherished dream of being a gentleman farmer with many broad acres tried me more severely, as I am so passionately fond of rural life. It was my father who really persuaded me against farming. He said that with the capital which I could command I should be able to acquire only a small holding, and that it would take many years of hard work combined with good harvests before I could possess such an estate as I had in mind. Whereas, in the auctioneer's office my capital would be sufficient for me to make quite a fair start and it would be exposed to less risk. Moreover, if I chose to work up a connection among farmers I could experience a good deal of the joys of agriculture without being subjected to its disappointments and hardships. If I did really well I could even look forward to running a small model farm of my own without having my whole capital embarked in it or my livelihood dependent upon it.

You know what my father is, and how he masses argument after argument until one is fairly toppled over. There was one argument, however, which he did not use: but which loomed large in my mind. It was the fact that the capital which he spoke of as mine was in reality his, since he had given it to me so that I should have a good chance in life. I could not help thinking that he who had by skill and thrift accumulated the money had some right to advise very strongly as to its disposal. At any rate, I decided that his arguments were sound as well as kindly-meant. So here I am fully intending to bring to fruition some, at least, of the high hopes which he has entertained of me. (I believe that he, too, would like to survey that model farm from the high viewpoint of its proprietor—or of that of the proprietor's father!)

I must, however, bring this letter to a conclusion, or the post will be "going, going, gone" before I have finished. Let me hear from you soon as to how you are getting on. If you can come along on the 18th inst. to spend the week-end here we shall all be delighted. Remember me to your people.

With kind regards,

Yours sincerely,

FRED.

CHAPTER VIII.

1.
Ref. B. 16.

10 CANNING LANE,
BIRMINGHAM,
22nd January, 19..

The Manager,
Goods Dept.,
L.N.W.R. Co.,
Snow Hill,
Birmingham.

By Hand.

Dear Sir,

On the 18th inst. we delivered to you a well-packed crate of glassware for dispatch to Burrows and Co., High Street, Watford. The consignment was accepted at Carrier's Risk, and we hold your receipt numbered C.F. 93748.

We have now to give you notice that according to the advice received this morning, the crate was delivered to Messrs. Burrows in a very broken condition and that some of the goods had been abstracted. Messrs. Burrows declined to sign the delivery sheet, and await your instructions regarding the crate, which they have set aside.

Will you kindly hand a claim form to the bearer.

Yours truly,
ALFRED WILLIAMS.

3. (a)—

(a) CORRECTED SENTENCE: A banker seldom rediscounts these bills.

Reasons: The second clause is superfluous; if the bills are not rediscounted, then, of course, they are retained until maturity.

The use of "invariably" is inconsistent with the use of "seldom," as the former means *always* and the latter means *sometimes*, i.e. *not always*.

(b) CORRECTED SENTENCE: He had the courage to do neither the one thing nor the other.

Reasons: The rule of proximity is violated; *neither* should be placed as near as possible to the alternative to which it relates, and should be followed by *the*. The correlative phrase should be introduced by *nor*, not *or*, which is the complement of *either*.

(c) CORRECTED SENTENCE: To whom are you referring in your letter of yesterday's date?

Reasons: The pronoun should be in the dative case, and it is more elegant to put the preposition in front of it. *Yesterday's date* seems tautological, but is not necessarily so; a letter that was received yesterday might have been dated some days ago, so that there would be some ambiguity in the phrase *of yesterday*.

(d) CORRECTED SENTENCE: The principal use of bi-sulphides is in breweries for the disinfection of casks returned by customers ; casks so disinfected are re-filled and sent out.

Reasons: The sentence given is so faultily arranged that it states that the customers are re-filled and sent out ; this is avoided by a slight change in punctuation and a little repetition.

(b)—

(a) The preposition should be "to" if the sentence is intended to mean that the machine was not made to do the kind of work which is under discussion.

The preposition should be "for" if the sentence is intended to mean that the machine has not been altered to do the kind of work that is under discussion.

(b) *to.* (c) *with.*

(c)—

(a) obvious (b) unanimously.

(c) indelible. (d) insolvent.

CHAPTER IX.

1. INTERNAL. Probably the most important use of the telephone is in the supervision and administration of a large business. If a good departmental system is installed calls can be made rapidly, and the manager or "work-chaser" can keep himself in close and constant touch with what is going on, and much tiresome running about is saved.

EXTERNAL. The telephone is a valuable adjunct to business whenever it is essential to obtain information earlier than the ordinary course of the post would ensure. Most people are able to explain themselves better orally than by correspondence.

LIMITATIONS. (a) The telephone is frequently used for trivial messages—often without any relation to the firm that pays the cost.

(b) It provides a means for "getting at" principals who have refused a personal call. (Good office arrangements would protect principals from being engaged much on the telephone.)

(c) There is no record of the conversation and it may be overheard by outside parties ; therefore the telephone is not a good instrument for conveying very important or very private information.

(d) Time may be wasted in getting calls, but as this can usually be left to subordinates it is not such an important point as is sometimes maintained, and would be very much lessened if subscribers attended to limitation (a).

2.

16 LONDON WALL, E.C.2.
15th Dec., 19..

Ref. SEC/D.64.

Harold Turner, Esq.,
Peoria,
Stanley Road,
Nottingham.

Dear Sir,

The returns for the last three months reveal the fact that this Company is not sharing in the upward movement which is being experienced in many other trades. The matter has been fully investigated by Mr. Gerald Brown. He finds that this stagnation is general in our trade, and appears to be due to suppressed public demand owing to popular belief that our prices are too high. In his opinion the only way to meet this position and to ensure the continued running of our factories is by a drastic cut in prices. This would involve the selling of our present stock without profit, but Mr. Brown is confident that the increased demand that would ensue, coupled with the fact that we are now able to buy our raw materials at considerably reduced prices, would enable the Company to show a substantial profit at the close of the financial year.

This policy seems thoroughly sound, and is only anticipating a movement to which the trade as a whole will be forced: but as it may involve recriminations I should be glad of an immediate expression of your opinion as to its advisability.

I am,

Yours obediently,
Frank Arnold,
Secretary, The General Supply Co., Ltd.

CHAPTER X.

2. In the office of a large industrial insurance office *numbering machines* play a very important part, although they are very simple from the point of view of machinery. The principle is that of the small numbering machines which should be in use in all offices, but these are very strong and number up to eight or nine figures (or more, if required). They are arranged so as to permit of the rapid insertion of fresh papers to be numbered or to give a long list of numbers on one sheet. They are fully equipped with arrangements for repeats, etc.

By their means the policies issued are numbered very rapidly and with absolute accuracy. The policies for agent X are written by the policy department, brought to the stamping department and there numbered consecutively. The proposal forms are arranged in the same order as the policies and the corresponding numbers are stamped upon them. The same set of numbers is stamped on a list of new policies which is sent to agent X with the policies bearing those numbers. This list is returned by agent X at the end of the week with the particulars of each policy (name and address

of the assured, etc.) written opposite the appropriate number, and is the agent's receipt for the policies sent to him and for which he must account.

Numbering machines could be used with great advantage for numbering the allotment sheets and letters, the certificates, warrants, etc., where the capital issue of a company is large.

The Burroughs Adding Machine works on the principle of a typewriter, with the difference that it types only figures and the advantage that it adds them as well. It is not merely useful, it is a necessity to have such a machine in offices where the slip system of accounting has been installed. The slip system was adopted by the War Office to enable an untrained staff to do the posting of the soldiers' accounts. The number, name, and the amount of the payment or charge was copied on to a slip from the Acquittance Roll, Detachment Pay Sheet, Hospital Sheet, etc., and the slips were sorted out according to the binders in which the accounts were kept. The slips relating to each binder (i.e. loose-leaf ledger) were then sorted in the order in which the accounts were placed in the binder, and the amounts were posted to the appropriate accounts. The posting clerk left the posted slip in the ledger with the edge of it sticking out so that a checking clerk could come along later, find the place quickly, check that the amount had been entered correctly in the right column and in the proper account, initial the amount in the ledger, initial and collect the slip.

This is the place where the adding machine should be brought into use. The slips should be sorted back into the company or any other formation from which they were received and added by means of an adding machine: the total shown should agree with that of the original acquittance roll, etc., and if it did not one would know that there were either missing slips or wrong transcriptions of amounts.

4.
Ref. SEC/G. 1084.

COMMERCE HOUSE,
FINSBURY, E.C.2.
15th Dec., 19..

G. Hardwick, Esq.,
Balliol House,
Paignton, Devon.

Dear Sir,

I am in receipt of your letter dated yesterday, and sympathize with your regret that your name is not included in the list of subscribers to this Company's recent issue.

It is rather unfair, however, to blame the Company for your failure to subscribe before the list was closed. The terms of the issue were fully advertised in the public press, and it was as open

to you as to anyone else to make the early application which was advised in all the financial columns of the newspapers. It would not have been equitable to those who followed that advice to keep the list open after the total issue had been subscribed.

Yours faithfully,
per pro. The Safe Investment Co., Ltd.,
F. Cole,
Secretary.

6.
Ref. S.71.

6 ERROL CHAMBERS,
DUNDEE,
23rd May, 19..

Mr. Morgan Saddler,
9 Breams Buildings,
Glasgow.

Dear Sir,

Re Your Order No. 657.

I thank you for your order numbered 657, which I have accepted on my usual terms of net payment within one month from the date of the invoice and subject to your furnishing two satisfactory references.

Yours truly,
MAURICE JUDD.

CHAPTER XI.

1. Among the faults characterizing such an office as that described in the question might be—

Unpunctuality, slackness, and lack of definite responsibility on the part of the staff.

Cashier in charge of, and perhaps writing up the books of account.

Inadequate means of recording stock.

Absence of wages book; possibly accounts recorded on single entry system.

Lack of any system of internal check, periodical statements, or cost accounts.

These defects could be remedied by—

Instituting time book, departmentalizing and sectionalizing the work, divorcing the cashier's department from the accountant's department, establishing proper system of check with assigned (and recorded) responsibilities, and installing an efficient double entry system, stock accounts, wages book, cost accounts, and periodical returns.

2. The certification of a transfer is merely a written acknowledgment on the transfer form by the secretary that a certificate for a certain number of shares has been lodged at his company's office. If the certificate has indeed been lodged

there may be no harm in saying so, and in any case the certification is the act of the secretary as distinct from acts of the company. The articles *may* however, provide that every transfer shall be signed by both transferor and transferee ; whether they do or do not the transfer should be sent to the transferor with a covering letter requesting the transferor's signature. A secretary might render himself liable for negligence who failed to do that.

3. There are two kinds of books which should certainly be in every secretary's office—one is a *Dictionary* for reference as to precise meanings, spellings, and pronunciations ; the other is the year-book published on behalf of the trade or profession in which the secretary's company is particularly interested, e.g. *The Rubber Year Book*, *The Engineering Year Book*, *The Shipping Year Book*.

Whitaker's Almanack and/or the *Statesman's Year Book* should be taken in regularly in order that up-to-date information about home and foreign Governments may be obtained.

Company Forms and Precedents should be available for reference as to procedure in exceptional company matters.

The Post Office Guide should certainly be stocked so that correct rates of posting and cabling abroad may be known.

If the company is interested in export trade, it will probably be found useful to take in *Lloyd's Calendar*, while most large companies will find occasion for frequent recourse to *The Stock Exchange Year Book*.

4

WASHINGTON HOUSE,
BROAD STREET,
LONDON, E.C.1.
3rd May, 19..

Ref. Sec. S/G.96.

Gabriel Grub, Esq.,
14 Porchester Terrace,
Hitchin,
Herts.

Dear Sir,

I am deeply concerned to learn from your letter (undated) received this morning that you did not receive proper attention on the occasion of a recent call at this office. This is so different from the reports upon my staff which I am in the habit of receiving that I cannot help feeling very surprised at your complaint, and regret the absence of precise details to enable me to investigate the matter.

I shall be glad if you will kindly address to me in confidence a

definite account of what took place, naming the time and date, the department(s), and, if possible, the individuals who failed to give you due consideration.

Meantime, I can only ask you to accept my apologies.

Yours faithfully,
per pro. The Rayolite Watch Co., Ltd.,
 Justin Evans,
 Secretary.

CHAPTER XII.

3.
 Ref. Sec. /6/187.

HAMILTON HOUSE,
 ARKWRIGHT STREET,
 NOTTINGHAM.
 23rd May, 19..

Private and Confidential.

The Secretary,
 The Time and Tide Friendly Society,
 Thurland Street,
 Nottingham.

Dear Sir,

In reply to your inquiry dated yesterday, I regret that we were compelled to discharge the individual to whom you refer, on account of his being guilty of embezzlement.

Yours truly,
per pro. The Home Fire Co., Ltd.,
 John Dangerfield,
 Secretary.

5.
 Ref. Sec./A.10.

HAMILTON HOUSE,
 ARKWRIGHT STREET,
 NOTTINGHAM,
 23rd May, 19..

Mr. G. Brown,
 Messrs. Brown and Windsor,
 10 The Boulevard,
 Long Eaton.

Dear Sir,

At the meeting of this company's directors yesterday, the advertising scheme which I have discussed with you was agreed upon, your estimate accepted, and a resolution passed requiring the campaign to be launched as quickly as possible. I have given instructions for a formal acceptance of your estimate to be prepared.

It is desired that you should put in hand at once the local advertising agreed upon as suitable for the northern counties, and that until this part of the campaign is well launched the Dailies should not be touched except in respect of the "smalls" for travellers. These, you will remember, are to appear twice every week during the first month of the campaign.

I am anxious now to see designs suitable for the posters and letter-press proofs of the booklets as soon as possible, as both posters and booklets will be in requisition at the Daily Wants Exhibition next month. The stand for the Empire Exhibition should be booked up with all speed as there is very little space left.

I shall be glad if you will call upon me at 3 p.m. on Friday next the 25th inst.

Yours truly,
per pro. The Home Fire Co., Ltd.,
 John Dangerfield,
 Secretary.

6.
 Ref. C/364.

36 BISHOPSGATE STREET,
 LONDON, E.C.2.
 15th December, 19..

Mr. Romesh Coyajee,
 Swarajani,
 Madras.

Dear Sir,

We are obliged by your Indent No. 32 of the 11th ultimo, and are giving it our immediate attention.

We will advise you as soon as the goods are ready for dispatch.

Yours faithfully,
 Clarkson and Smith,
 Export Agents.

Ref. C/365.

36 BISHOPSGATE STREET,
 E.C.2.
 15th December, 19..

Messrs. I. and R. Morley, Ltd.,
 Thorburn St.,
 Nottingham.

Dear Sirs,

We enclose specifications for 5,000 cotton undervests suitable for the Indian market, and shall be glad if you will kindly submit a price by an early post.

Yours faithfully,
 Clarkson and Smith,
 Export Agents.

8. c.i.f. = cost, insurance, freight. 4to = quarto.
 f.p.a. = free of particular average (average means a damage
 in this usage).
 d/a. = documents against acceptance.
 pp. pages. per pro. = per procuracionem, on behalf of.
 e.g. = *exempli gratia*, for example.

Ref. H.115.

10 THE PARADE,
CHELTENHAM,
GLOS.

23rd May, 19..

Mr. Singoro Ali,
Zanzibar.

Dear Sir,

We thank you for your favour of the 20th March last, and in reply thereto beg to quote the sum of £70 (Seventy pounds sterling) for 200 copies of the booklet entitled "The Romance of Copra," 40 pp., 4to, with ten half-tone illustrations, 3 in. × 2½ in., printed on Peebles' superfine creamy art paper. This price is c.i.f., the insurance being f.p.a.

If you will kindly signify your acceptance of this quotation we shall have pleasure in putting the work in hand immediately, and will draw upon you at three months d/a.

Yours faithfully,
per pro. The Jacobi Press, Ltd.,
Sidney Cator,
Manager.

CHAPTER XIII.

2.
Ref. Sec.34/8.10 THE SQUARE,
YORK.
30th May, 19..*Private and Confidential.*

Mr. D. Masters,
Manager,
The Chromo Fabric Co., Ltd.,
49 Mare Street,
Coventry.

Dear Sir,

I beg to call your attention to the fact that your representative, Mr. V. Newcome, called here this morning, and during the course of his interview with our buyer offered the latter a bribe in return for an order. He was promptly asked to leave our office, and, if it will not put you to too much inconvenience, we prefer that he should not call upon us again.

Yours faithfully,
per pro. The Safety First Co., Ltd.,
Robert Goodchild,
Secretary.

3.
Ref. Sec. S/S11.

THE CASTLEGATE,
DONCASTER,
30th May, 19..

Abraham Siddle, Esq.,
19 The Grove,
Bermondsey.

Dear Sir,

I am obliged by your letter of the 28th inst., which submits a point of view that is not unreasonable after a scrutiny of the balance sheet. It is gratifying to have your expressions of approval at the continued progress of the company in spite of keen opposition and the continuance of high taxation.

There can be no doubt that this remarkable success is due to the experience, foresight, and prudence of the directors, who are, as I am sure you will agree, entitled to unreserved support. I am able to tell you that the motion to declare a higher dividend was fully discussed by them, but was unanimously rejected after an exhaustive review of the whole situation. The fact that many rival companies are not declaring any dividend at all indicates the necessity for a cautious policy.

Yours faithfully,
per pro. The Prudential Cinema Co., Ltd.,
Percy Copperfield,
Secretary

CHAPTER XIV.

4.
Ref. P.L.86345.

PARATE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

T. Keane, Esq.,
29 Keble Road,
Exeter.

Dear Sir,

Re R. Baxter. P.L. ppl.

We are in receipt of your letter of the 22nd inst., enclosing above ppl., and regret to note that you have given cover without reference to us.

Unfortunately, this is a class of risk which we do not accept in any circumstances, so we have had no option but to send a telegram to Mr. Baxter withdrawing cover and declining the proposal.

For your future guidance, will you kindly note that Cover Notes should be issued only in unquestionable cases, and even then only upon reference to chief office or to the inspector.

We are anxious to assist you at all times in your efforts on our behalf, but our rates are based upon average experience, and only by careful selection is it possible to maintain this and so give normal risks the advantage of favourable terms.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

5.
Ref. A/cs. F.4/3.

36 CORPORATION STREET,
BIRMINGHAM.
4th June, 19..

The General Manager,
The Ecumenical Insurance Co., Ltd.,
Parate House,
Holborn, W.C.1.

Dear Sir,

Re H. Duncan, F.4/3.

In reply to your letter dated yesterday, I am not favourable to your suggestion to place this account on the branch office agency, as although I should do my utmost to retain the business I fear that I should lose the majority of it. Mr. Duncan is one of the most influential men in the Edgbaston district. It is his very range of interests that makes him so useful to us, and at the same time makes it difficult for him to render accounts with precise punctuality. It will be noticed, however, that his accounts when rendered are meticulously accurate and that there is never any overcharging.

I have an arrangement in mind which—if Mr. Duncan agrees to it—will enable the accounts to be submitted at the right time in future, and therefore request you to leave the matter in my hands for the present.

Yours faithfully,
J. B. Handswell,
District Manager.

6.
Ref. A/cs. C.6/10.

PARATE HOUSE,
HOLBORN, W.C.1.
30th May, 19..

Mr. F. Dane,
28 Nicholas Street,
Cambridge.

Dear Sir,

Re April A/c.

On auditing your account for last month it is noticed that you have charged 18s. 4d. for postages and expenses: this averaged over 7d. per premium collected.

We should be glad of details of these charges, and must ask you to see that the deduction under this heading is considerably reduced in future accounts.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

CHAPTER XV.

1.
Ref. Act./79.

PARATE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

Joseph Baldwin, Esq.,
The Alders,
Sandrock Road,
Hull.

Dear Sir,

We are in receipt of your letter of the 21st inst., and are agreeable in accordance with the provisions contained in your policy, to issue a free policy for the amount of £..... Alternatively, you are entitled to a cash surrender value of £.....

Your method of estimating the value is not correct. The "expectation of life" to which you refer means the average duration of life of the whole of a large series of individuals at a given age: of the individuals themselves, some will live for less than one year and others for thirty years or more. The rates are based upon the assumption that there will be such divergencies of longevity among the individuals, so that your case affords no ground for altering a contract which was founded upon the very expectation that there would be such cases as yours.

We trust that we have made ourselves clear, and shall be pleased to go still further into the matter if the present explanation is not understood.

Yours faithfully,
per pro. Etc.

4.
Ref. Corre/6.

PARATE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

Thomas Sindon,
45 Tregaskes Street,
Aylesbury.

Dear Sir,

We have pleasure in enclosing our ordinary branch prospectus, which provides, on page 4, the answer to your query of yesterday's date. As we are bearing the same risk as when you paid annually but with a smaller amount of premium advanced by you, it is only reasonable that we should make a slight extra charge. We should be quite agreeable, however, to revert to the former mode of payment.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

7.

Ref. : P.A. N.5.

HOLBORN, W.C.1.

30th May, 19..

Richard Bullion, Esq.,

"The Fox and Grapes,"

Harp Alley,

Liverpool.

Dear Sir,

Re Policy P.A. 64589.

In answer to your letter dated yesterday, I have to inform you that in the circumstances which you detail you have no right to make a claim upon us. Your policy was issued on the strength of a proposal signed by you in which you are described as "Innkeeper (Master, not serving in bar)," and in consideration of that description you have been paying a smaller premium than would have been payable had it been understood that you would be personally engaged in the bar. You have not notified us of any change in your occupation as required by Condition 5 of your policy. Finally, your disablement cannot be correctly described as accidental, as it was caused by the deliberate unruliness of a customer.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,

A. E. Flanders,

General Manager.

CHAPTER XVI.

1.

PARATE HOUSE,

HOLBORN, W.C.1.

Ref. M. G.3.

16th May, 19..

Arthur Hunt, Esq.,

Clifton Manor,

Aylesbury.

Dear Sir,

In answer to your letter, addressed to Mr. Chivers, I have to inform you that you have no claim against the owner of a motor-car who whilst driving at ordinary speed on the proper side of the road has the misfortune to run over your dog. Your only ground for claim would be if negligence could be proved, and in this instance there is ample evidence that there was no negligence on the part of the owner of the motor-car. The law of the matter is laid down in the Dogs Act, 1906.

While thus repudiating all liability, I shall be glad if you will accept in all sincerity an expression of the deepest regret that this unfortunate accident should have occurred.

Yours faithfully,

per pro. The Ecumenical Insurance Co., Ltd.,

Stephen Nunn,

Director.

2.

PARATE HOUSE,
HOLBORN, W.C.1.
12th January, 19..

Ref. M. C.8.

Bertram Kemp, Esq.,
16 Argyle Terrace,
Bristol.

Dear Sir,

Re Policy M. 645228.

In reply to your inquiry received this morning, we are pleased to state that the above policy holds you covered whilst you are driving a private car belonging to a friend.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

CHAPTER XVII.

2.

PARATE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

Ref. F.G./M10.

Messrs. R. Columbine and Carter,
Marine Parade,
Brighton.

Dear Sirs,

Re Frank Newman, Guarantee Proposal.

We beg to acknowledge your favour of the 21st inst., but regret that we are unable to entertain your proposal in its present form. It is not customary with us to issue guarantees for as large an amount as £300 in respect of employees whose remuneration is based solely upon commission—especially when the total earnings are estimated to be less than the amount of the proposed guarantee.

If you are able to revise the appointment in the light of these considerations we shall be glad to give the matter further attention.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

7.

PARATE HOUSE,
HOLBORN, W.C.1.
9th May, 19..

Ref. B./K.11.

Stanley Walker, Esq.,
Vita Maris,
The Leas,
Folkestone.

Dear Sir,

Re Policy B. 1234567.

We have pleasure in acknowledging your letter of yesterday's date, and in advising you that we can undertake the insurance of your collection of coins and medals for the full value of £50 in return for an additional premium of 5s. per year.

This offer is, however, made on the assumption that no one coin or medal shall be deemed to be of greater value than £5, that the collection is kept in a locked case, and that it does not include current coins of the realm.

If this assumption is correct, kindly forward the premium and the policy and we will endorse the latter in accordance with this advice.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

CHAPTER XVIII.

1.

PARATE HOUSE,
HOLBORN, W.C.1.
21st May, 19..

Ref. T.P./C.1.

Mr. A. Donald,
41-43 High Street,
Southampton.

Dear Sir,

In reply to your favour of yesterday, I have pleasure in enclosing leaflets concerning Third Party insurance from which you will see that this class of insurance is very much needed for the protection of shopkeepers. In the list of recent claims paid by the company you will find several that occurred in drapers' shops. Such accidents sometimes happen with very serious results from the most trivial and unexpected causes; defective floors, badly packed bales, overstacked shelves, and such causes give rise to many claims. It is impossible for the proprietor to check everything done by his assistants, but he is always responsible for what ensues; and the only way by which he can relieve himself of this responsibility is by an up-to-date insurance policy.

By effecting a shops risks policy with this office a complete indemnity against all claims from the public arising from a legitimate use of your shop is secured.

We shall be pleased to advise you more fully on any special point of interest to you.

Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

7.

PARADE HOUSE,
HOLBORN, W.C.1.
23rd May, 19..

Ref. E.I./L.6.

Mr. Henry Swaine,
5 Loo Parade,
Plymouth.

Dear Sir,

Re Policy E.I. 546899.

Our agent, Mr. George Barber, informs us that you are apparently under some misapprehension concerning the basis upon which the premiums for this policy are calculated, and asks us to detail the facts to you.

Accordingly, we have very much pleasure in explaining that the premium is computed upon the annual wages total and is payable in full at the commencement of the year of insurance, but as the wages to be paid are not known with exactness the office allows an adjustment to be made at the end of the year in conformity with the actual wages paid. This was the reason why you were asked to pay the amount of £62 15s. 0d.

For your next year's insurance a further premium is payable, and according to the estimate of wages furnished to us this premium is £73 5s. 0d., adjustable at the end of the year in proportion to the true wages that will have been paid.

Trusting the position is now clear,

We are,
Yours faithfully,
per pro. The Ecumenical Insurance Co., Ltd.,
A. E. Flanders,
General Manager.

INDEX

- "A" or "an," 19
A posteriori, 133
A priori, 133
Ab initio, 131
 Abbreviations, printing, 45
 Acceptance, general, 197
 —, qualified, 197
 Accommodation bills, 198
 Account payee, 195
 — sales, 182
Ad valorem duties, 179
 Address, modes of, 85
 Addresses, telegraphic, 129
 —, telephonic, 129
 Addressing machines, 151
*Administrator cum testamento
annexo*, 132
 — *de bonis non*, 132
 — *pendente lite*, 132
 Advertisement stamping ma-
chines, 147
 Advertisements, 185
 Advice sought, 229
 Affidavit, 203
 Agency, 215
 — correspondence, 215
 Agent's commission, 216
 — expenses, 222
 — introduction, 219
Agio, 152
 "All," 29
 "Allonge," 197
 Alphabetical filing, 114
 Ambiguity, 67
 "Among," 29
 "Amongst," 29
 Analogy, 81
 Answering questions, hints on, 6
 Antithesis, 78
 Apostrophe, 42
 Appellation, 90
 Appendicitis, exclusion of, 239
 Application for burglary rates,
263
 "Appreciable," 56
 Appropriation of payments, 200
 Arbitrage, 152
 Article, definite, 17
 Article, indefinite, 17
 Assurance, 153
 "At," 23
 Attachment of debts, 202
 Auditors, 167
 BAILMENT, 131
 Bank notes, 194
*Bawden v. The London, Edin-
burgh, and Glasgow Assurance
Company*, 216
 Bearer cheque, 196
 "Between," 29
 Bill of lading, 155, 179
 — of sight, 178
 Bills of exchange, 194
Bizada, 120
 Blank endorsement, 196
 Body of letter, 89
Bona fide, 133
 Bond for trustee in bankruptcy,
266
 "Both," 29
 Burglary insurance, correspond-
ence relating to, 258
 — rates, application for, 263
 Business premises, 262
 "By," 23
 CABINET systems of filing, 114
 Calculating machines, 158
 "Can," 28
 Cancellation of insurance, 258
 Canons of revenue and expendi-
ture, 206
 Capital issues, 207
 — levy, 208
 Capitals, 44
 Carbon method, 148
 Card index, 116
 Cash book, 177
 Cashier's department, 105
Caveat emptor, 131
 Certificate of origin, 180
 — of posting, 147
 C.F., 182
 Change of business, 281
 — of name, 167

- Change of objects, 167
 Charging orders, 203
 Cheque, bearer, 195
 —, form of, 196
 —, order, 196
 Cheques, 194
 Chequewriter, 159
 Chose in action, 133
 C.I.F., 178, 182
 Clayton's rule, 200
 Clerk, correspondence, 103
 Closing paragraph, 89
 — phrases, 89
 Code words, 128
 Coin, 193
 Collateral security, 201
 Collective bond, 265
 Collective guarantee, 132
 Collectors, 179
 Colon, 39
 Comma, 41
 Commercial English, 15
 — terms, 152
 — traveller's risk, 266
 Companies, 164
 — Clauses Act, 1845, 166
 — (Consolidation) Act, 1908,
 161, 165, 167
 — (Particulars as to Directors)
 Act, 1917, 165
 Competition for business, 223
 Completed correspondence, 144
 Comprehensive policy, 247
 Confusion of meaning, 25
 — of words, 62
 Conjunction plus pronoun, 73
 Contraband, 153
 Contracts of affreightment, 155
 Contradictions, 56
 Contribution, 153
 Copying letters, 148
 — press, 148
 Correspondence Clerk, 103
 —, completed, 144
 —, delay in, 143
 — department, 112
 —, dispatch of, 142
 —, distribution of, 182
 —, foreign, 182
 — in suspense, 144
 —, inward, 103
 —, keeping track of, 110
 —, miscellaneous, 114, 145
 —, receipt of, 103
 Correspondence relating to bur-
 glary and guarantee insurance,
 258
 — to life assurance,
 240
 — to motor insurance,
 247
 — to personal accident
 and life insurance, 234
 — to public liability,
 risks, etc., 272
 Credit note, 177
 Crossing, general, 195
 —, special, 195
 Customs, 177
Cyclostyle, 150

 DASH, 43
 Date, 83
 Days of grace, 198
De facto, 131
 Death of guaranteed employee,
 267
 Debenture trust, 152
 Deduction of income tax, 240
 Deed, 133
 — poll, 133
 Definite article, 17
 "Definitive," 54
 Deflation, 209
 Delay in correspondence, 143
 Delivery note, 176
 Departmental Committee of the
 Board of Education, 15
 Department, correspondence,
 112
 —, postal, 103
 —, secretarial, 113, 146, 157
Dictaphone, 152
 Dictating machines, 152
Dies non, 131
 Differentiation between shop
 risks, 274
 — of sex, 35
 Dispatch of correspondence, 142,
 145
 Distribution of correspondence,
 182
 Docketing, 113
 Documentary bill, 181
 Double insurance, 153
 — negative, 64
 Drawback, 152
 Duplicating, 149

Duties, *Ad valorem*, 179
 —, specific, 179
 "EACH," 29
 "Each other," 29
 "Either," 29, 35
Elliot Fisher Billing Machine, 158
 Enclosures, 146
 —, incomplete, 112
 Endorsement, blank, 196
 —, forged, 199
 —, restrictive, 197
 —, special, 196
 Entry, 177
 — for free goods, 177
 — for home use *ex ship*, 178
 — for warehousing, 178
 Envelopes, window, 146
 Equation of dates, 198
 Equivocal expressions, 72
 Escrow, 133
 Estoppel, 133
 "Every," 29
Ex parte, 131
Ex warehouse, 182
 "Except," 61
 Excise, 177
 Exclusion by endorsement, 235
 — of appendicitis, 239
 Executor, 132
 Expenditure, canons of, 206
 Export credits, 205
 — invoice, 180
 — trade, 179
 Express delivery Post Office, 130
 — messages, 130
 Extension of insurance, 276
 FALSE concord, 65
 "Fancy" writing, 90
 F.A.S., 182
 "Few," 29
 Fidelity bond, 132
 — guarantee insurance, ad-
 visability of, 264
 — — —, reference for,
 269
 File, *Shannon*, 115
 —, *Stolzenberg*, 115
 —, suspense, 144
 Filing, 103, 113
 —, alphabetical, 114
 — duties of postal staff, 142
 —, flat, 113

Filing, geographical, 114
 —, horizontal, 113
 —, numerical, 114
 —, vertical, 113
 Finance bills, 198
 Financial considerations, 198
 "First," 32
 First-class bills, 197
 Flat filing, 113
 "Flight from the mark," 204
 Floating charge, 152
 F.O.B., 182
 Folding machines, 147
 Follow-up, 186
 "For," 21
 F.O.R., 182
Force Majeure, 133
 Forged endorsement, 199
 Foreign correspondence, 182
 Form letters, 186
 — of letter, 83
 F.O.S., 182
 Forwarders, 179
Franco, 182
 Franking machine, 148
 Frauds, Statute of, 154
 Fraudulent misrepresentation,
 154
 Freight note, 180
 Friendly societies, 168
 "From," 23
 Full stop, 39
 — value insurance, 259
 GARNISHEE order, 202
 General acceptance, 197
 — crossing, 195
 — lien, 199
 — meeting, 167
 Geographical filing, 114
Gesteiner Rotary, 151
 Good style, examples of, 76
 Grammar and meaning, 28
 Grammatical precision, 14
 Great writers, letters by, 287
 Guarantee, 154, 201
 — insurance, correspondence
 relating to, 264
 Guaranteed employee, death of,
 267
 Gumming machine, 147
 HEADING of letter, 83
Hektograph, 149

- High taxation, 206
 Hints on answering questions, 6
Holdsworth v. Lancashire & Yorkshire Insurance Co., 216
Hollerith Tabulating Machine, 159
 Horizontal filing, 113
 Horse and trap insurance, 272
 —, fatal injury to, 273
 Hospital correspondence, 182

 IMPORT trade, 177
 Imprest system, 160
 Impropriety, 60
 "In," 23
 Inappropriateness, 63
 Income tax, deduction of, 240
 — not deducted, 240
 Incomplete enclosures, 112
 —, proposal, 226
 Incorrect rating, 276
 Increase of rate, 225
 — of sum assured, 261
 Inculcating the right attitude, 3
 Indefinite article, 17
 Indemnity, 155
 Indent, 179
 Indenture, 133
 Index, carded, 116
 —, paginated, 115
 — systems, 115
 Indexes, 115, 124
In forma pauperis, 131
 Innocent misrepresentation, 154
 Inquiry department, 185
 Insurance, 153
 —, double, 153
 —, extension of, 276
 Internal check, 159
 Invoice, 176
 —, contents of, 181
 Inward correspondence, 103
 — order book, 176

 JUXTAPOSITION, 63

 KARDEX, 119
 Keeping track of correspondence, 110
 "Key," letter, 187
 Kites, 198

 LANDING order, 178
 Larceny cover, 262

 "Last," 32
 "Late," 32
 "Later," 32
 "Latest," 32
 "Lay," 31
 Legal phrases, 131
 Legibility, 88
 "Less," 32, 61
 Letter box, 105
 —, form of, 83
 —, heading of, 83
 — of hypothecation, 181
 — registers, 110
 Letters by great writers, 287
 — by rail, 130
 —, dispatch of, 145
 — of administration, 132
 —, model, 215
 —, private, 107
 —, sorting of, 106
 "Lie," 31
 Lien, general, 199
 —, ordinary, 199
 Life insurance, correspondence relating to, 240
 — policies, stamp duties on, 243
 "Like," 33
 Limited companies, 164, 165
 — —, private, 164
 — —, public, 165
 — partner, 164
 — Partnership Act, 1908, 164
Loco, 182
 Loose leaf ledgers, 159

 MACHINES, addressing, 151
 —, calculating, 158
 —, dictating, 151
 —, folding, 147
 —, gumming, 147
 —, stamp-affixing, 147
 —, tabulating, 159
 Mail order business, 186
 "Many," 29
 Marine insurance policy, 180
 — policies, stamp duties on, 244
 Mate's receipt, 180
 "May," 28
 Mechanical breakdown, 248
 Members of friendly societies, 168
 Memorandum of deposits, 200

Messages, express, 130
 Methods of remittance, 193
Mimeograph, 150
 Mineral water carts, 275
 Miscellaneous correspondence,
 114, 145
 Misrepresentation, 154, 220
 —, fraudulent, 154
 —, innocent, 154
 Mixed Metaphors, 65
 Model letters, 215
 Modes of address, 85
 Money orders, 193
 — —, telegraphic, 194
 Moratorium, 153
 Motor insurance correspondence,
 247
Multigraph, 150
*Murfit v. Royal Insurance Co.,
 Ltd.*, 215
 "Must," 28

"NAMED Driver" condition,
 253
 Negative prefixes, 23
 Negotiable instruments, 155
 "Neither," 29, 35
 "Never," 35
 "Not negotiable," 155, 195
 Notice in lieu of distringas, 203
 Numerical filing, 114

OBLIGATIONS of a friendly soci-
 ety, 169
 "Of," 19
 "On," 23
 "One another," 29
 "Only," 36, 61
 Opening phrases, 88
 Order book, 176
 — —, inward, 176
 Order cheque, 196
 Ordinary lien, 199
 Overseas Trade (Credits and In-
 surance) Act, 1920, 205

PAGINATED index, 116
 Paragraph, 87
 —, closing, 89
 Paragraphing, 45
 Parcels receipt book, 147
 Partnership Act, 1890, 161
 Partnerships, 161

Paying-in slip, 177
 Pedantry, 58
 Personal accident insurance,
 correspondence relating to,
 234
 — — — —, stamp duties
 on, 244
 Phrases, closing, 89
 —, opening, 88
 Physical defects of clients, 235,
 237
 Plurals, 33
 Policy excess, 250
 Policy-holder's commission, 218
 Pomposity, 57
 Post bag, private, 106
 Postage stamps, 193
 Postal department, 103, 144
 — orders, 193
 — staff, 142, 146
Powers Tabulating Machine, 159
 Practical criticism, 74
 Précis-writing, 125
 — —, method in, 126
 Precision, 14
 Prepositions, 19
 Price lists, 176
Prima facie, 133
 Principal and agent, 215
 Printing, 151
 — abbreviations, 45
 Private letters, 107
 — limited companies, 164
 — post-bag, 106
 Probate, 132
 Producers, 179
 Proposal form, 216
 —, incomplete, 226
 —, resubmission of, 226
 —, veterinary surgeon's, 237
 Proposals signed by agent, 224
Protectograph, 159
 Proximity, 71
 Public limited companies, 165
 Punctuation, 39

QUALIFIED acceptance, 197
 Quarter days, 153
 Quorum, 132

RATING, incorrect, 276
 Receipt of correspondence, 103
 Receivers, 179

Reference for fidelity guarantee, 268
 Reference numbers, 145
 — symbols, 87
 Refusal of renewal, 234
 Registers, letter, 110
 Registrar of joint stock companies, 166, 167
 Registrar's department, 184
 Registration of Business Names Act, 1916, 161, 165
 — of friendly societies, 168
 Re-insurance, 153
 Remittance, methods of, 193
 Renewal, refusal of, 234
 Reparations, 204
 Repetition, 57
 Representation, 154
 Repudiation of war debts, 210
 Requisition lists, 176
Respondeat superior, 131, 215
 Restrictive endorsement, 197
 Resubmission of proposal, 226
 Retail trade, 175
 Revenue, canons of, 206
Rotary Copier, 148
 — *Multiplier*, 150
 Rule of proximity, 71

SAFEGUARDING of Industries Act, 205
 Sales ledger, 177
 Samples, 178
 Scrip certificate, 152
 Secretarial department, 113, 146, 157
 — —, sections of, 157
 Security, collateral, 201
 Self-balancing ledgers, 160
 Sellers, 179
 Semi-colon, 40
 "Shall," 30
Shannon File, 115
 Shares at a discount, 166
 Shipping Bill, 178
 Ship's manifest, 180
 — report, 177
 Shop risks, 274
 "Should," 28, 65
 Simile, 66
Simmonds v. Heath Laundry Co., 19
Sine die, 132
 Slang, 59

Sole trader, 160
 Solutions, specimen, 311
 "Some," 29
 Sorting of letters, 106
 Special crossing, 195
 — endorsement, 196
 Specific charge, 152
 — duties, 179
 — performance, 279
 Specification, 180
 Specimen solutions, 311
 Split infinitives, 36
 Stabilization, 206
 — of prices, 175
 Stamp affixing machines, 147
 — duties on policies, 243
 Statement of account, 177
 Statute of Frauds, 154
 Statutory companies, 166
Stolzenberg File, 115
 Stop order, 203
Stoppage in transitu, 199
 Stores department, 158
 Style, 14, 53, 71
 —, examples of good, 76
Subpoena, 133
 Subrogation, 153
 Subscription, 89
 Superlatives, 32
 Surety, 132
 Suspense file, 144
 Symbolic numbers, 145
 Synonyms, 25

TABULATING machines, 159
Tale Quale, 153
 Tautology, 56
 Telegrams, 128
 Telegraphic address, 129
 — transfer, 194
 Telephonic address, 129
 Tepidity, 59
 "Ter Meulen" scheme, 205
 Testator, 132
 "That," 35
 "The other," 29
 "Their," 35
 "These," 35
 Third party risk, 249
 "This," 35
 "Those," 35
 Titular conventions, 85
 "To," 21
 Ton, 154

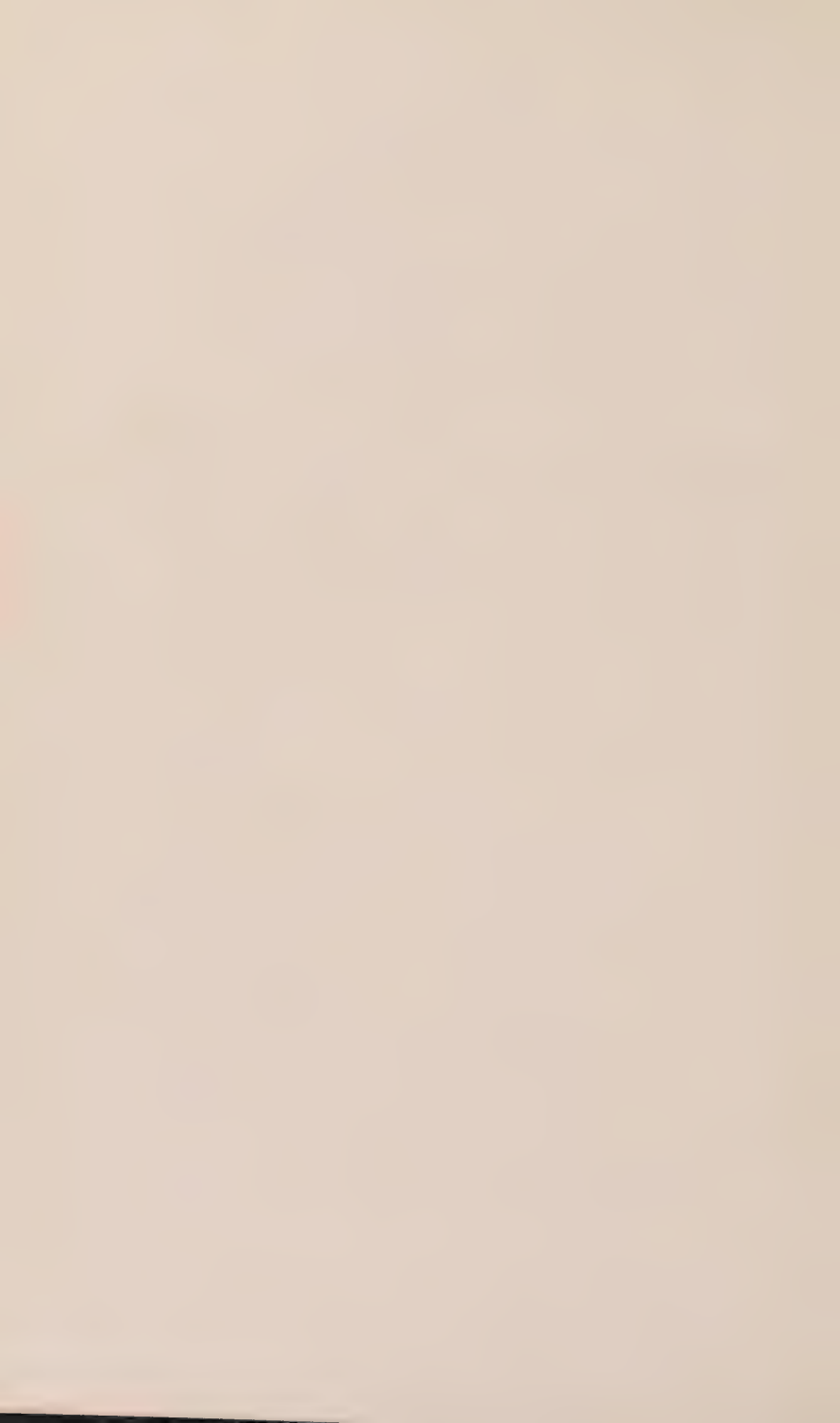
- Ton, measurement, 154
—, register, 154
—, short, 154
Tort, 131
Total value of car, 251
Trade, export, 179
— Facilities Act, 1921, 205
—, import, 177
— procedure, 175
—, wholesale and retail, 175
Travellers, 15, 176, 266
Treasury notes, 194
Trustee in bankruptcy, bond for, 266

Uberrimæ fidei, 133
Ultra vires, 131
Undesirable repetition, 57
"Unless," 60
"Upon," 23
Usance, 198

VARIETY, 88

Verbosity, 55
Vertical filing, 113
Veterinary surgeon's proposal, 237

WAGES declaration, 275
War debts, repudiation of, 210
Warrant, 178
Warranty, 154
Wholesale trade, 175
"Wide and general," 61
"Will," 30
Window envelopes, 146
"With," 22
"Without," 60
Woolf Simmons v. Cockell, 28
Words of like sound, 24
Work tickets, 176
Workmen's Compensation Insurance, 271, 278
Works department, 158
"Would," 28, 65
Writ of Elegit, 202



PITMAN'S BUSINESS HANDBOOKS

AN ABRIDGED LIST OF PRACTICAL GUIDES FOR
:: BUSINESS MEN AND ADVANCED STUDENTS ::

COMPLETE LIST OF COMMERCIAL BOOKS POST FREE ON APPLICATION

BOOK-KEEPING AND ACCOUNTS

ADVANCED ACCOUNTS. A Manual of Advanced Book-keeping and Accountancy for Accountants, Book-keepers, and Business Men. Edited by ROGER N. CARTER, M.Com., F.C.A., *Lecturer on Accounting at the University of Manchester*. In demy 8vo, cloth gilt, 988 pp. 7s. 6d. net.

AUDITING, ACCOUNTING, AND BANKING. By FRANK DOWLER, A.C.A.; and E. MARDINOR HARRIS, *Associate of the Institute of Bankers*. In demy 8vo, cloth gilt, 328 pp. 7s. 6d. net.

THE PRINCIPLES OF AUDITING. A Practical Manual for Advanced Students and Practitioners. By F. R. M. DE PAULA (*of the firm of De Paula, Turner, Lake & Co.*), F.C.A. In demy 8vo, cloth gilt, 224 pp. 7s. 6d. net.

ACCOUNTANCY. By F. W. PIXLEY, F.C.A., *Barrister-at-Law, Ex-President of the Institute of Chartered Accountants*. In demy 8vo, cloth gilt, 318 pp. 7s. 6d. net.

AUDITORS: THEIR DUTIES AND RESPONSIBILITIES. By the same Author. Twelfth Edition. In demy 8vo, cloth gilt, 732 pp. 21s. net.

COST ACCOUNTING: ITS HIGHER ORGANIZATION AND CONTROL. By W. AINSWORTH, A.C.I.S., A.C.W.A. In demy 8vo, cloth gilt, 103 pp. 5s. net.

COST ACCOUNTS in Principle and Practice. By A. CLIFFORD RIDGWAY, F.C.A. In demy 8vo, cloth gilt, with 40 specially prepared forms. 5s. net.

COST ACCOUNTS FOR THE METAL INDUSTRY. By H. E. PARKES, M.Com., A.C.W.A. In demy 8vo, cloth gilt, 156 pp. 10s. 6d. net.

THEORY AND PRACTICE OF COSTING. By E. W. NEWMAN, A.C.A. In demy 8vo, cloth gilt, 203 pp. 8s. 6d. net.

COSTING AND PRICE-FIXING. By J. M. SCOTT MAXWELL, B.Sc. In demy 8vo, cloth gilt, 223 pp. 6s. net.

COSTING ORGANISATION FOR ENGINEERS. By E. W. WORKMAN, B.Sc., A.L.A.A. In demy 8vo, cloth, 96 pp. 3s. 6d. net.

MANUAL OF COST ACCOUNTS. By JULIUS LUNT, A.C.A. (Hons.). Second Edition. In demy 8vo, cloth gilt, 204 pp. 7s. 6d. net.

MANUFACTURING BOOK-KEEPING AND COSTS. By GEORGE JOHNSON, F.C.I.S. In demy 8vo, cloth gilt, 120 pp. 3s. 6d. net.

- COMPANY ACCOUNTS.** By ARTHUR COLES, F.C.I.S. With a Preface by CHARLES COMINS, F.C.A. In demy 8vo, cloth gilt, 356 pp. 7s. 6d. net.
- DICTIONARY OF BOOK-KEEPING.** By R. J. PORTERS. Second Edition. In demy 8vo, 780 pp. 7s. 6d. net.
- THE BOOK-KEEPER'S VADE MECUM.** By S. HOWARD WITHEY, F.C.I., A.L.A.A. A pocket companion for the book-keeper. In crown 8vo, 150 pp. 3s. 6d. net.
- THE ACCOUNTANT'S DICTIONARY.** Edited by F. W. PIXLEY, F.C.A., *Barrister-at-Law*. Assisted by about 30 specialist contributors. This important work places at the disposal of the practitioner a great store of information on all phases of accountancy, arranged in the most convenient form. In two vols., crown 4to, cloth gilt, about 1000 pp. £3 3s. net.
- MANUAL OF BOOK-KEEPING AND ACCOUNTANCY.** By A. NIXON, F.C.A., F.C.I.S., and H. E. EVANS, A.C.A. In demy 8vo, cloth gilt, 330 pp. 10s. 6d. net.
- THE ACCOUNTS OF EXECUTORS, ADMINISTRATORS, AND TRUSTEES.** With a Summary of the Law in so far as it relates to Accounts. By WILLIAM B. PHILLIPS, A.C.A. (Hons. Inter. and Final), A.C.I.S. Fourth Edition, Revised. In demy 8vo, cloth gilt, 150 pp. 5s. net.
- APPOINTMENT IN RELATION TO TRUST ACCOUNTS.** By ALAN F. CHICK, *Incorporated Accountant*. In demy 8vo, cloth, 160 pp. 6s. net.
- PRACTICAL BOOK-KEEPING.** By GEO. JOHNSON, F.C.I.S. In crown 8vo, cloth, 420 pp. 6s. net.
- RAILWAY ACCOUNTS AND FINANCE.** Railway Companies (Accounts and Returns) Act, 1911. By ALLEN E. NEWHOOK, A.K.C. In demy 8vo, cloth gilt, 148 pp. 5s. net.
- DEPRECIATION AND WASTING ASSETS,** and their treatment in computing annual profit and loss. By P. D. LEAKE, F.C.A. Fourth Edition. In demy 8vo, cloth gilt, 257 pp. 15s. net.
- COMMERCIAL GOODWILL.** Its History, Value, and Treatment in Accounts. By the same Author. In demy 8vo, cloth gilt, 260 pp. 21s. net.
- SINKING FUNDS, RESERVE FUNDS, AND DEPRECIATION.** By J. H. BURTON, A.S.A.A. In demy 8vo, cloth, 99 pp. 3s. 6d. net.
- ACCOUNTING.** By S. S. DAWSON, F.C.A.; and R. C. DE ZOUCHE, F.C.A. In demy 8vo, cloth gilt, 290 pp. 10s. 6d. net.
- MUNICIPAL BOOK-KEEPING.** By J. H. MCCALL, F.S.A.A. Second Edition. In demy 8vo, cloth gilt, 122 pp. 7s. 6d. net.
- MUNICIPAL AUDIT PROGRAMMES.** By S. WHITEHEAD, A.S.A.A., A.C.I.S., *Borough Accountant of Hammersmith*. In demy 8vo, cloth gilt, 116 pp. 3s. 6d. net.
- MUNICIPAL ACCOUNTING SYSTEMS.** By the same Author. In demy 8vo, cloth. 5s. net.
- BRANCH ACCOUNTS.** By P. TAGGART, A.S.A.A. In demy 8vo, 87 pp. 3s. net.
- HOSPITAL ACCOUNTS AND FINANCIAL CONTROL.** By J. E. STONE, A.S.A.A. In crown 4to, cloth gilt, 160 pp. 21s. net.

BUSINESS TRAINING

LECTURES ON BRITISH COMMERCE, including Finance, Insurance, Business, and Industry. With a Preface by the HON. W. PEMBER REEVES. In demy 8vo, cloth gilt, 295 pp. 7s. 6d. net.

THE THEORY AND PRACTICE OF COMMERCE. Being a Complete Guide to Methods and Machinery of Business. Edited by F. HEELIS, F.C.I.S., assisted by Specialist Contributors. In demy 8vo, cloth gilt, 620 pp., with many facsimile forms. 7s. 6d. net.

THE PRINCIPLES AND PRACTICE OF COMMERCE. By JAMES STEPHENSON, M.A., M.Com., D.Sc. In demy 8vo, cloth gilt, 650 pp., with many facsimile forms. 8s. 6d. net.

THE PRINCIPLES AND PRACTICE OF COMMERCIAL CORRESPONDENCE. By the same Author. In demy 8vo, 320 pp. 7s. 6d. net.

THE PRINCIPLES OF COMMERCIAL HISTORY. By the same Author. In demy 8vo, 279 pp. 7s. 6d. net.

THE PRINCIPLES AND PRACTICE OF COMMERCIAL ARITHMETIC. By P. W. NORRIS, M.A., B.Sc. (Hons.). In demy 8vo, 452 pp. 7s. 6d. net.

MODERN BUSINESS AND ITS METHODS. A Manual of Business Organization, Management, and Office Procedure for Commercial Students and Business Men. By W. CAMPBELL, *Chartered Secretary*. In crown 8vo, cloth, 493 pp. 7s. 6d. net.

THE PRINCIPLES OF BUSINESS. By C. W. GERSTENBERG. Third Edition. Size 5½ in. by 3 in., cloth, 821 pp. 16s. net.

INSURANCE

THE PRINCIPLES OF INSURANCE AND THEIR APPLICATION. By J. ALFRED EKE. In demy 8vo, cloth, 186 pp. 5s. net.

INSURANCE. A Practical Exposition for the Student and Business Man. By T. E. YOUNG, B.A., F.R.A.S. With a Practical Section on Workmen's Compensation Insurance, by W. R. STRONG, F.I.A.; and the National Insurance Scheme, by VYVYAN MARR, F.F.A., F.I.A. Third Edition, Revised and Enlarged. In demy 8vo, cloth gilt, 440 pp. 10s. 6d. net.

INSURANCE OFFICE ORGANIZATION, MANAGEMENT, AND ACCOUNTS. By T. E. YOUNG, B.A., F.R.A.S.; and RICHARD MASTERS, A.C.A. Second Edition, Revised. In demy 8vo, cloth gilt, 150 pp. 6s. net.

INSURANCE PRINCIPLES AND PRACTICES. By R. RIEGEL and H. J. LOMAN. Size 6 in. by 9 in., cloth, 450 pp. 16s. net.

THE ELEMENTS OF ACTUARIAL SCIENCE. By R. E. UNDERWOOD, M.B.E., F.I.A. In crown 8vo, cloth, 148 pp. 5s. net.

THE PRINCIPLES AND PRACTICE OF FIRE INSURANCE. By FRANK GODWIN. In demy 8vo, cloth gilt, 142 pp. 5s. net.

THE COMMON HAZARDS OF FIRE INSURANCE. By W. G. KUBLER RIDLEY, F.C.I.I. In demy 8vo, cloth gilt, 92 pp. 5s. net.

- THE LAW AND PRACTICE AS TO FIDELITY GUARANTEES.** By C. EVANS, *Barrister-at-Law*; and F. H. JONES. In demy 8vo, cloth gilt, 172 pp. 6s. net.
- INSURANCE OF PUBLIC LIABILITY RISKS.** By S. V. KIRKPATRICK, F.C.I.I. In demy 8vo, cloth gilt, 152 pp. 5s. net.
- WORKMEN'S COMPENSATION INSURANCE.** By C. E. GOLDING, LL.B., F.C.I.I. In demy 8vo, cloth gilt, 112 pp. 5s. net.
- MOTOR INSURANCE.** By W. F. TODD. In demy 8vo, cloth gilt, 176 pp. 6s. net.
- GUIDE TO MARINE INSURANCE.** By H. KEATE. In crown 8vo, cloth, 203 pp. 3s. 6d. net.
- GUIDE TO LIFE ASSURANCE.** By S. G. LEIGH, *Fellow of the Institute of Actuaries*. A Handbook of the Practical and Scientific Aspects of the Business. In crown 8vo, cloth, 192 pp. 5s. net.
- TALKS ON INSURANCE LAW.** By Jos. A. WATSON, B.Sc., LL.B. In crown 8vo, cloth, 140 pp. 3s. 6d. net.
- PENSION, ENDOWMENT, LIFE ASSURANCE, AND OTHER SCHEMES FOR COMMERCIAL COMPANIES.** By HAROLD DOUGHARTY, F.C.I.S. In demy 8vo, cloth gilt, 103 pp. 6s. net.
- THE SUCCESSFUL INSURANCE AGENT.** By J. J. BISGOOD, B.A. In crown 8vo, cloth, 135 pp. 2s. 6d. net.
- THE BUSINESS MAN'S GUIDE TO INSURANCE.** By A. PHILPOTT. In crown 8vo, cloth, 183 pp. 3s. 6d. net.

ORGANIZATION AND MANAGEMENT

- OFFICE ORGANIZATION AND MANAGEMENT.** Including Secretarial Work. By LAWRENCE R. DICKSEE, M.Com., F.C.A.; and H. E. BLAIN, C.B.E., *late Assistant Managing Director of the Underground Railways of London*. Sixth Edition, Revised. In demy 8vo, cloth gilt, 314 pp. 7s. 6d. net.
- COUNTING HOUSE AND FACTORY ORGANIZATION.** A Practical Manual of Modern Methods applied to the Counting House and Factory. By J. GILMOUR WILLIAMSON. In demy 8vo, cloth gilt, 182 pp. 7s. 6d. net.
- FILING SYSTEMS.** Their Principles and their Application to Modern Office Requirements. By EDWARD A. COPE. In crown 8vo, cloth gilt, 200 pp., with illustrations. 3s. 6d. net.
- PRINCIPLES OF ORGANIZATION (Municipal Series).** By WM. BATESON, A.C.A., F.S.A.A., *Borough Treasurer for Blackpool*. In demy 8vo, cloth gilt, 92 pp. 3s. 6d. net.
- CLUBS AND THEIR MANAGEMENT.** By FRANCIS W. PIXLEY, F.C.A., *Barrister-at-Law*. In demy 8vo, cloth gilt, 240 pp. 7s. 6d. net.
- SOLICITOR'S OFFICE ORGANIZATION, MANAGEMENT, AND ACCOUNTS.** By E. A. COPE and H. W. H. ROBINS. In demy 8vo, cloth gilt, 176 pp., with numerous forms. 6s. net.
- COLLIERY OFFICE ORGANIZATION AND ACCOUNTS.** By J. W. INNES, F.C.A.; and T. COLIN CAMPBELL, F.C.I. In demy 8vo. 7s. 6d. net.

DRAPERY BUSINESS ORGANIZATION AND MANAGEMENT. By J. ERNEST BAYLEY. In demy 8vo, cloth gilt, 300 pp. 7s. 6d. net.

GROCERY BUSINESS ORGANIZATION AND MANAGEMENT. By C. L. T. BEECHING. With Chapters on Buying a Business, Grocers' Office Work and Book-keeping, etc., by J. A. SMART. Second Edition. In demy 8vo, cloth, 183 pp. 6s. net.

STOCKBROKERS' OFFICE ORGANIZATION, MANAGEMENT AND ACCOUNTS. By JULIUS E. DAY. In demy 8vo, cloth gilt, 250 pp. 7s. 6d. net.

THE HISTORY, LAW, AND PRACTICE OF THE STOCK EXCHANGE. By A. P. POLEY, B.A., *Barrister-at-Law*; and F. H. CARRUTHERS GOULD. Third Edition, Revised. In demy 8vo, cloth gilt, 348 pp. 7s. 6d. net.

SELF-ORGANIZATION FOR BUSINESS MEN. By MORLEY DAINOW, B.Sc. (Hons.), Lond. In demy 8vo, cloth, 154 pp. 5s. net.

PERSONAL AND BUSINESS EFFICIENCY. By C. A. HENDERSON, M.A. In demy 8vo, cloth, 116 pp. 7s. 6d. net.

INDUSTRIAL ADMINISTRATION

THE PHILOSOPHY OF MANAGEMENT. By OLIVER SHELDON, B.A. In demy 8vo, cloth gilt, 310 pp. 10s. 6d. net.

THE PSYCHOLOGY OF MANAGEMENT. By L. M. GILBRETH. In demy 8vo, 354 pp. 7s. 6d. net.

EMPLOYMENT MANAGEMENT. Compiled and edited by DANIEL BLOOMFIELD. In demy 8vo, 507 pp. 8s. 6d. net.

PROBLEMS OF LABOUR. Compiled and Edited by DANIEL BLOOMFIELD. In demy 8vo, cloth gilt, 434 pp. 8s. 6d. net.

MODERN INDUSTRIAL MOVEMENTS. Compiled and Edited by DANIEL BLOOMFIELD. In demy 8vo, cloth gilt, 380 pp. 10s. 6d. net.

COMMON SENSE AND LABOUR. By SAMUEL CROWTHER. In demy 8vo, cloth gilt, 290 pp. 8s. 6d. net.

CURRENT SOCIAL AND INDUSTRIAL FORCES. Edited by LIONEL D. EDIE. In demy 8vo, cloth gilt, 393 pp. 12s. 6d. net.

LECTURES ON INDUSTRIAL ADMINISTRATION. Edited by B. MUSCIO, M.A. In crown 8vo, cloth, 276 pp. 6s. net.

OUTLINES OF INDUSTRIAL ADMINISTRATION. By R. O. HERFORD, H. T. HILDAGE, and H. G. JENKINS. In demy 8vo, cloth gilt, 124 pp. 6s. net.

INDUSTRIAL CONTROL. By F. M. LAWSON. In demy 8vo, cloth gilt, 130 pp. 8s. 6d. net.

FACTORY ADMINISTRATION IN PRACTICE. By W. J. HISCOX. In demy 8vo, cloth gilt. 8s. 6d. net.

MANAGEMENT. By J. LEE, M.A., M.Com.Sc. In demy 8vo, cloth gilt, 133 pp. 5s. net.

- INDUSTRIAL ORGANIZATION.** By JOHN LEE, M.A. M.Com.Sc. In demy 8vo, cloth gilt, 130 pp. 5s. net.
- THE PRINCIPLES OF INDUSTRIAL WELFARE.** By JOHN LEE, M.A., M.Com.Sc. In demy 8vo, cloth, 103 pp. 5s. net.
- WORKSHOP COMMITTEES.** By C. G. RENOLD. Reprinted from the Report of the British Association Sub-Committee on Industrial Unrest. In demy 8vo, 52 pp. 1s. net.
- RESEARCH IN INDUSTRY.** By A. P. M. FLEMING, C.B.E., M.Sc., M.I.E.E.; and J. G. PEARCE, B.Sc., A.M.I.E.E. In demy 8vo, cloth gilt, 264 pp. 10s. 6d. net.
- INTRODUCTION TO THE PRINCIPLES OF INDUSTRIAL ADMINISTRATION.** By A. P. M. FLEMING and H. J. BROCKLEHURST, M.Eng., A.M.I.E.E. In demy 8vo, 140 pp. 3s. 6d. net.
- SHARING PROFITS WITH EMPLOYEES.** By J. A. BOWIE, M.A. In demy 8vo, cloth gilt, 230 pp. 10s. 6d. net.
- PATENTS FOR INVENTIONS.** By J. EWART WALKER, B.A., *Barrister-at-Law*; and R. BRUCE FOSTER, B.Sc., *Barrister-at-Law*. In demy 8vo, cloth gilt, 400 pp., 21s. net.

TRANSPORT

- INDUSTRIAL TRAFFIC MANAGEMENT.** By GEO. B. LISSENDEN, *Author of "Railway (Rebates) Case Law," etc., etc.* With a Foreword by LORD LEVERHULME. Second Edition, Revised and Enlarged. In demy 8vo, cloth gilt, 352 pp. 21s. net.
- HOW TO SEND GOODS BY ROAD, RAIL, AND SEA.** By the same Author. In crown 8vo, cloth, 92 pp. 2s. net.
- MOTOR ROAD TRANSPORT FOR COMMERCIAL PURPOSES.** By JOHN PHILLIMORE. With an Introduction by SIR H. P. MAYBURY, K.C.M.G., C.B. Second Edition. In demy 8vo, cloth gilt, 233 pp. 10s. 6d. net.
- THE HISTORY AND ECONOMICS OF TRANSPORT.** By ADAM W. KIRKALDY, M.A., B.Litt. (Oxford), M.Com. (Birmingham); and ALFRED DUDLEY EVANS. Second Edition. In demy 8vo, cloth gilt, 364 pp. 15s. net.

SHIPPING

- SHIPPING OFFICE ORGANIZATION, MANAGEMENT, AND ACCOUNTS.** A comprehensive Guide to the innumerable details connected with the Shipping Trade. By ALFRED CALVERT. In demy 8vo, cloth gilt, 203 pp., with numerous forms. 6s. net.
- THE EXPORTER'S HANDBOOK AND GLOSSARY.** By F. M. DUDENEY. In demy 8vo, cloth gilt, 254 pp. 7s. 6d. net.
- HOW TO EXPORT GOODS.** By F. M. DUDENEY. In crown 8vo, cloth, 112 pp. 2s. net.
- HOW TO IMPORT GOODS.** By J. A. DUNNAGE. In crown 8vo, cloth, 128 pp. 2s. net.

- IMPORT AND EXPORT TRADE.** By A. S. HARVEY, *Officer of H.M. Customs and Excise.* In demy 8vo, cloth gilt, 518 pp. 21s. net.
- EXPORTING TO THE WORLD.** By A. A. PRECIADO. A Manual of practical export information. In demy 8vo, cloth gilt, 447 pp. 21s. net.
- FOREIGN TRADE.** By HOWARD C. KIDD. Second Edition. Size 5½ in. by 8 in., cloth, 440 pp. 12s. 6d. net.
- OCEAN SHIPPING.** By E. W. ZIMMERMANN. Size 5½ in. by 8 in., cloth, 691 pp. 16s. net.
- EXPORT CREDITS AND COLLECTIONS.** By G. C. POOLE. Size 6 in. by 9 in., cloth gilt. 16s. net.
- CASE AND FREIGHT COSTS.** The Principles of Calculation relating to the Cost of, and Freight on, Sea or Commercial Cases. By A. W. E. CROSFIELD. In crown 8vo, cloth, 62 pp. 2s. net.
- CONSULAR REQUIREMENTS FOR EXPORTERS AND SHIPPERS TO ALL PARTS OF THE WORLD.** By J. S. NOWERY. Second Edition, Revised and Enlarged. Including exact copies of all forms of Consular Invoices, etc. In demy 8vo, cloth. 7s. 6d. net.
- INTRODUCTION TO SHIPBROKING.** By C. D. MACMURRAY and M. M. CREE. In demy 8vo, cloth, 166 pp. 3s. 6d. net.
- SHIPPING AND SHIPBROKING.** By the same Authors. A very complete guide to all shipping matters. In demy 8vo, cloth gilt, 527 pp. 15s. net.
- SHIPPING BUSINESS METHODS.** By R. B. PAUL. In demy 8vo, cloth gilt, 104 pp. 3s. 6d. net.
- SHIPPING FINANCE AND ACCOUNTS.** By the same author. In demy 8vo, cloth gilt, 74 pp. 2s. 6d. net.

BANKING AND FINANCE

- MONEY, EXCHANGE, AND BANKING,** in their Practical, Theoretical, and Legal Aspects. A complete Manual for Bank Officials, Business Men, and Students of Commerce. By H. T. EASTON, *Associate of the Institute of Bankers.* Second Edition. In demy 8vo, cloth gilt, 312 pp. 6s. net.
- ENGLISH PUBLIC FINANCE.** From the Revolution of 1688. With Chapters on the Bank of England. By HARVEY E. FISK. In demy 8vo, cloth gilt, 207 pp. 7s. 6d. net.
- FOREIGN EXCHANGE AND FOREIGN BILLS IN THEORY AND IN PRACTICE.** By W. F. SPALDING, *Fellow of the London Institute of Bankers.* Fifth Edition. In demy 8vo, cloth gilt, 279 pp. 7s. 6d. net.
- EASTERN EXCHANGE, CURRENCY, AND FINANCE.** By the same Author. Fourth Edition. In demy 8vo, cloth, 485 pp., illustrated. 15s. net.
- FOREIGN EXCHANGE, A PRIMER OF.** By the same Author. In crown 8vo, cloth, 108 pp. 3s. 6d. net.
- BANKERS' CREDITS AND ALL THAT APPERTAINS TO THEM IN THEIR PRACTICAL, LEGAL AND EVERYDAY ASPECTS.** By the same Author. Second Edition. In demy 8vo, cloth gilt, 126 pp. 10s. 6d. net.

THE FUNCTIONS OF MONEY. By the same Author. With a Foreword by G. ARMITAGE SMITH, D.Lit., M.A. In demy 8vo, cloth gilt, 179 pp. 7s. 6d. net.

THE LONDON MONEY MARKET. By the same Author. A practical guide to what it is, where it is, and the operations conducted in it. Third Edition. In demy 8vo, cloth gilt, 232 pp. 10s. 6d. net.

PRACTICAL BANKING. By J. F. G. BAGSHAW, *Member of the Institute of Bankers*. With chapters on "The Principles of Currency," by C. F. HANNAFORD, *Associate of the Institute of Bankers*; and "Bank Book-keeping," by W. H. PEARD, *Member of the Institute of Bankers in Ireland*. Revised Edition. In demy 8vo, cloth gilt, 448 pp. 7s. 6d. net.

BANK ORGANIZATION, MANAGEMENT, AND ACCOUNTS. By J. F. DAVIS, D.Lit., M.A., LL.B. In demy 8vo, cloth gilt, 165 pp. 6s. net.

CHEQUES: THEIR ORIGIN AND DEVELOPMENT AND HOW THEY ARE HANDLED BY AN ENGLISH BANK. By C. F. HANNAFORD. Edited by Sir JOHN PAGET, K.C. In demy 8vo, cloth gilt, 195 pp. 6s. net.

BILLS, CHEQUES, AND NOTES. A Handbook for Business Men and Lawyers. By J. A. SLATER, B.A., LL.B. (Lond.). Third Edition. In demy 8vo, cloth gilt, 214 pp. 6s. net.

THE BANKERS' CLEARING HOUSE. What it is and what it does. By P. W. MATTHEWS. In demy 8vo, cloth gilt, 168 pp. 7s. 6d. net.

BANKERS' SECURITIES AGAINST ADVANCES. By LAWRENCE A. FOGG, *Certificated Associate of the Institute of Bankers*. In demy 8vo, cloth gilt, 120 pp. 6s. net.

BANKERS' ADVANCES. By F. R. STEAD. Edited by Sir JOHN PAGET, K.C. In demy 8vo, cloth, 144 pp. 6s. net.

BANKERS' ADVANCES AGAINST PRODUCE. By A. WILLIAMS. In demy 8vo, cloth gilt, 147 pp. 6s. net.

SIMPLE INTEREST TABLES. By Sir WM. SCHOOLING, K.B.E. In crown 8vo, cloth gilt, 188 pp. 21s. net.

DICTIONARY OF BANKING. A Complete Encyclopaedia of Banking Law and Practice. By W. THOMSON, *Bank Inspector*. Fifth Edition, Revised and Enlarged. In crown 4to, half-leather gilt, 691 pp. 30s. net.

BRITISH FINANCE. See p. 10.

TITLE DEEDS AND THE RUDIMENTS OF REAL PROPERTY LAW. By F. R. STEAD. Third Edition. In demy 8vo, cloth, 151 pp. 6s. net.

SECRETARIAL WORK, ETC.

THE COMPANY SECRETARY'S VADE MECUM. Edited by PHILIP TOVEY, F.C.I.S. Third Edition, Revised and Enlarged. In foolscap 8vo, cloth, 3s. 6d. net.

SECRETARY'S HANDBOOK. A Practical Guide to the Work and Duties in connection with the Position of Secretary to a Member of Parliament, a Country Gentleman with a landed estate, a Charitable Institution; with a section devoted to the work of a Lady Secretary, and a chapter dealing with Secretarial work in general. Edited by H. E. BLAIN, C.B.E. In demy 8vo, cloth gilt, 168 pp. 5s. net.

GUIDE FOR THE COMPANY SECRETARY. A Practical Manual and Work of Reference for the Company Secretary. By ARTHUR COLES, F.C.I.S. Second Edition, Enlarged and thoroughly Revised. With 76 facsimile forms, and the full text of the Companies Acts, 1908 and 1913; the Companies Clauses Act, 1845; Companies (Foreign Interest) Act, 1917; Companies (Particulars as to Directors) Act, 1917; and War Legislation. In demy 8vo, cloth gilt, 432 pp. 6s. net.

DICTIONARY OF SECRETARIAL LAW AND PRACTICE. A Comprehensive Encyclopaedia of Information and Direction on all matters connected with the work of a Company Secretary. Fully illustrated with the necessary forms and documents. With Sections on special branches of Secretarial Work. Edited by PHILIP TOVEY, F.C.I.S. With contributions by nearly 40 eminent authorities on Company Law and Secretarial Practice, including: The Rt. Hon. G. N. Barnes, M.P.; F. Gore-Browne, K.C., M.A.; A. Crew, F.C.I.S.; J. P. Earnshaw, F.C.I.S.; M. Webster Jenkinson, F.C.A.; F. W. Pixley, F.C.A. Third Edition, Enlarged and Revised. In one volume, half leather gilt, 1011 pp. 42s. net.

DEBENTURES. A Handbook for Limited Company Officials, Investors, and Business Men. By F. SHEWELL COOPER, M.A., *of the Inner Temple, Barrister-at-Law*. In demy 8vo, cloth gilt, 149 pp. 6s. net.

THE TRANSFER OF STOCKS, SHARES, AND OTHER MARKETABLE SECURITIES. A Manual of the Law and Practice. By F. D. HEAD, B.A. (Oxon), *Barrister-at-Law*. Third Edition, Revised and Enlarged. In demy 8vo, cloth gilt, 220 pp. 10s. 6d. net.

THE COMPANY REGISTRAR'S MANUAL. By J. J. QUINLIVAN. In demy 8vo, cloth gilt, 343 pp. 10s. 6d. net.

THE CHAIRMAN'S MANUAL. Being a Guide to the Management of Meetings in general, and of Meetings of Local Authorities; with separate and complete treatment of the Meetings of Public Companies. By GURDON PALIN, *Barrister-at-Law*; and ERNEST MARTIN, F.C.I.S. In crown 8vo, cloth gilt, 192 pp. 5s. net.

HOW TO TAKE MINUTES. Edited by ERNEST MARTIN, F.C.I.S. Second Edition, Revised and Enlarged. In demy 8vo, cloth gilt, 130 pp. 2s. 6d. net.

WHAT IS THE VALUE OF A SHARE? Tables for readily and correctly ascertaining (1) the present value of shares; and (2) what dividends should be paid annually to justify the purchase or market price of shares. By D. W. ROSSITER. In demy 8vo, limp cloth, 20 pp. 2s. 6d. net.

PROSPECTUSES: HOW TO READ AND UNDERSTAND THEM. By PHILIP TOVEY, F.C.I.S. In demy 8vo, cloth, 109 pp. 5s. net.

PRACTICAL SHARE TRANSFER WORK. By F. W. LIDINGTON. A Handbook for the use of Company Clerks. In crown 8vo, 123 pp. 8s. 6d. net.

QUESTIONS AND ANSWERS ON SECRETARIAL PRACTICE. By E. J. HAMMOND, A.C.I.S., A.L.A.A. In demy 8vo, cloth gilt, 250 pp. 7s. 6d. net.

PRACTICAL DIRECTORSHIP. By H. E. COLESWORTHY, A.S.A.A., and S. T. MORRIS, A.S.A.A., A.C.W.A. A guide to the duties of a company director. In demy 8vo, cloth gilt, 248 pp. 7s. 6d. net.

INCOME TAX, ETC.

DICTIONARY OF INCOME TAX AND SUPER-TAX PRACTICE. Incorporating the Consolidation Act of 1918 and the Finance Acts, 1919 to 1923. Fifth Edition. By W. E. SNELLING. In demy 8vo, half leather, gilt, 606 pp. 25s. net.

RATES AND RATING. By ALBERT CREWE, Barrister-at-Law. Second Edition. In crown 8vo, cloth gilt, 325 pp. 7s. 6d. net.

ECONOMICS

ECONOMIC GEOGRAPHY. By J. MCFARLANE, M.A., M.Com. In demy 8vo, cloth gilt, 648 pp., with 18 illustrations. 10s. 6d. net.

THE PRINCIPLES OF ECONOMIC GEOGRAPHY. By R. N. RUDMOSE BROWN, D.Sc., *Lecturer in Geography in the University of Sheffield*. In demy 8vo, cloth gilt, 223 pp. 7s. 6d. net.

OUTLINES OF THE ECONOMIC HISTORY OF ENGLAND. A Study in Social Development. By H. O. MEREDITH, M.A., M.Com., *Fellow of King's College, Cambridge*. In demy 8vo, cloth gilt, 376 pp. 7s. 6d. net.

THE PRINCIPLES OF BUSINESS ECONOMICS. By JAS. STEPHENSON, M.A., M.Com., D.Sc. In demy 8vo, cloth gilt, 504 pp. 10s. 6d. net.

ECONOMICS FOR BUSINESS MEN. By W. J. WESTON, M.A., B.Sc. In crown 8vo, cloth gilt, 265 pp. 3s. 6d. net.

BRITISH FINANCE DURING AND AFTER THE WAR, 1914-1921. The results of investigations and materials collected by a Committee of the British Association, co-ordinated and brought up to date by A. H. GIBSON, and edited by A. W. KIRKALDY, M.A., B.Litt. In demy 8vo, cloth gilt, 479 pp. 15s. net.

BRITISH LABOUR. Replacement and Conciliation, 1914-1921. Edited by ADAM W. KIRKALDY, M.A., B.Litt., M.Com. Deals with the results of inquiries arranged by the Section of Economic Science and Statistics of the British Association. In demy 8vo, cloth gilt. 10s. 6d. net.

A FAIR WAGE. By EDWARD BATTEN, M.I.Mech.E. Being reflections on the minimum wage and some economic problems of the day. 100 pp. 2s. 6d. net.

THE SUBSTANCE OF ECONOMICS. By H. A. SILVERMAN, B.A. (Econ.). For the Student and General Reader. In crown 8vo, cloth gilt, 363 pp. 6s. net.

PLAIN ECONOMICS. An Examination of the Essential Issues. By J. LEE, M.A., M.Com.Sc. In crown 8vo, cloth gilt, 110 pp. 3s. 6d. net.

LABOUR, CAPITAL, AND FINANCE. By "Spectator" (WALTER W. WALL, F.J.I.). Essays on the Social, Economic, and Financial Problems of the Day. In crown 8vo, cloth, 127 pp. 3s. 6d. net.

RECONSTRUCTION AND FOREIGN TRADE. By E. T. WILLIAMS, M.I.E.E. In demy 8vo, 52 pp. 2s. net.

A THEORY OF CONSUMPTION. By HAZEL KYRK. In demy 8vo, cloth, 312 pp. 10s. 6d. net.

ADVERTISING AND SALESMANSHIP

- THE CRAFT OF SILENT SALESMANSHIP.** A Guide to Advertisement Construction. By C. MAXWELL TREGURTHA and J. W. FRINGS. Size, 6½ in. by 9½ in., cloth, 98 pp., with illustrations. 5s. net.
- THE NEW BUSINESS.** A Handbook dealing with the Principles of Advertising, Selling, and Marketing. By HARRY TIPPER, *President Advertising Men's League, New York*. In demy 8vo, cloth gilt, 406 pp. 8s. 6d. net.
- SALESMANSHIP.** By W. A. CORBION and G. E. GRIMSDALE. In crown 8vo, cloth, 186 pp. 3s. 6d. net.
- PRACTICAL SALESMANSHIP.** By N. C. FOWLER, Junr. In crown 8vo, 337 pp. 7s. 6d. net.
- COMMERCIAL TRAVELLING.** By ALBERT E. BULL. In crown 8vo, cloth gilt, 174 pp. 3s. 6d. net.
- THE BUSINESS MAN'S GUIDE TO ADVERTISING.** By the same Author. In crown 8vo, cloth, 127 pp. 3s. 6d. net.
- THE PSYCHOLOGY OF ADVERTISING IN THEORY AND PRACTICE.** By W. DILL SCOTT, Ph.D. 12s. 6d. net.
- ADVERTISING AS A BUSINESS FORCE.** By P. T. CHERINGTON. In demy 8vo, cloth, 586 pp. 10s. 6d. net.
- THE MANUAL OF SUCCESSFUL STOREKEEPING.** By W. A. HOTCHKIN. In demy 8vo, 298 pp. 8s. 6d. net.
- THE PRINCIPLES OF PRACTICAL PUBLICITY.** By TRUMAN A. DE WEESE. In large crown 8vo, cloth, 266 pp., with 43 illustrations. 10s. 6d. net.
- BUSINESS LETTER PRACTICE.** By J. B. OPDYCKE. In demy 8vo, cloth gilt, 602 pp. 7s. 6d. net.
- EFFECTIVE POSTAL PUBLICITY.** By MAX RITTENBERG. Size 6½ in. by 9½ in., cloth, 167 pp. 7s. 6d. net.
- CONDUCTING A MAIL ORDER BUSINESS.** By A. E. BULL. In crown 8vo, cloth, 106 pp. 2s. net.
- MAIL ORDER ORGANIZATION.** By P. E. WILSON. In crown 8vo, cloth gilt, 127 pp. 3s. 6d. net.
- THE ORGANIZATION OF THE OUTDOOR SALES FORCE.** By P. E. WILSON. In crown 8vo, cloth. 3s. 6d. net.
- PURCHASING.** By J. C. DINSMORE. Size 6 in. by 9 in., cloth, 295 pp. 16s. net.
- BUYING GOODS.** By A. E. BULL. In crown 8vo, cloth, 103 pp. 2s. net.
- ADS. AND SALES.** By HERBERT N. CASSON. In demy 8vo, cloth, 167 pp. 8s. 6d. net.
- MODERN PUBLICITY.** By A. W. DEAN. In crown 8vo, cloth, 70 pp. 2s. 6d. net.

- EFFICIENT SALESMANSHIP.** By F. W. SHRUBSALL. In crown 8vo, cloth, 126 pp. 2s. net.
- ADVERTISING AND SELLING.** By 150 Advertising and Sales Executives. Edited by NOBLE T. PRAIGG. In demy 8vo, cloth, 495 pp. 10s. 6d. net.
- MODERN METHODS IN SELLING.** By L. J. HOENIG. 310 pp. 10s. 6d. net.
- MARKETING METHODS AND POLICIES.** By P. D. CONVERSE. Size 7½ in. by 5 in., cloth, 650 pp. 12s. 6d. net.
- EXPORT ADVERTISING PRACTICE.** By C. F. PROPSON. Size 6 in. by 9 in., cloth gilt, 284 pp. 16s. net.
- PRACTICAL PRESS PUBLICITY.** By A. L. CULYER. In demy 8vo, cloth, 95 pp. 3s. 6d. net.
- WINDOW DRESSING.** By G. L. TIMMINS. In crown 8vo, cloth, 85 pp. 2s. net.
- TICKET AND SHOW CARD DESIGNING.** By F. A. PEARSON. In foolscap 4to, cloth, 3s. 6d. net.
- PRINTING.** By H. A. MADOX. In demy 8vo, cloth. 5s. net.

LAW

- MERCANTILE LAW.** By J. A. SLATER, B.A., LL.B. A Practical Exposition for Law Students, Business Men, and Advanced Classes in Commercial Colleges and Schools. Fifth Edition. In demy 8vo, cloth gilt, 464 pp. 7s. 6d. net.
- COMPANIES AND COMPANY LAW.** Together with the Companies (Consolidation) Act, 1908; and the Act of 1913. By A. C. CONNELL, LL.B. (Lond.), *of the Middle Temple, Barrister-at-Law*. Second Edition, Revised. In demy 8vo, cloth gilt, 348 pp. 6s. net.
- COMPANY CASE LAW.** By F. D. HEAD, B.A. (Oxon), *Barrister-at-Law*. In demy 8vo, cloth gilt, 314 pp. 7s. 6d. net.
- THE LAW RELATING TO THE CARRIAGE BY LAND OF PASSENGERS, ANIMALS, AND GOODS.** By S. W. CLARKE, *Barrister-at-Law*. In demy 8vo, cloth gilt, 350 pp. 7s. 6d. net.
- THE LAW RELATING TO SECRET COMMISSIONS AND BRIBES** (Christmas Boxes, Gratuities, Tips, etc.). The Prevention of Corruption Acts, 1906 and 1916. By ALBERT CREW, *Barrister-at-Law*; *Lee Prize-man of Gray's Inn*. Second Edition, Revised and Enlarged. In demy 8vo, cloth gilt, 252 pp. 10s. 6d. net.
- BANKRUPTCY, DEEDS OF ARRANGEMENT, AND BILLS OF SALE.** By W. VALENTINE BALL, M.A., *Barrister-at-Law*. Fourth Edition. Revised in accordance with the Bankruptcy and the Deeds of Arrangement Acts, 1914. In demy 8vo, 364 pp. 12s. 6d. net.

- PRINCIPLES OF MARINE LAW.** By LAWRENCE DUCKWORTH, *Barrister-at-Law*. Third Edition, Revised. In demy 8vo, about 400 pp. 7s. 6d. net.
- GUIDE TO THE LAW OF LICENSING.** The Handbook for all Licence-holders. By J. WELLS THATCHER, *Barrister-at-Law*. In demy 8vo, cloth gilt, 200 pp. 5s. net.
- RAILWAY (REBATES) CASE LAW.** By GEO. B. LISSENDEN. In demy 8vo, cloth gilt, 450 pp. 10s. 6d. net.
- GUIDE TO RAILWAY LAW.** By A. E. CHAPMAN, M.A., LL.D. A Handbook for Traders, Passengers, and Railway Students. Second Edition. In demy 8vo, cloth gilt, 239 pp. 7s. 6d. net.
- PARTNERSHIP LAW AND ACCOUNTS.** By R. W. HOLLAND, O.B.E., M.A., M.Sc., LL.D., *Barrister-at-Law*. In demy 8vo, cloth gilt, 159 pp. 6s. net.
- THE LAW OF CONTRACT.** By the same Author. Revised and Enlarged Edition. In demy 8vo, cloth, 123 pp. 5s. net.
- WILLS, EXECUTORS, AND TRUSTEES.** By J. A. SLATER, B.A., LL.B. With a chapter on Intestacy. In foolscap 8vo, cloth, 122 pp. 2s. 6d. net.
- MUNICIPAL AND LOCAL GOVERNMENT LAW.** By H. EMERSON SMITH, LL.B. (Lond.). In demy 8vo, cloth gilt, 258 pp. 7s. 6d. net.
- THE LAW OF REPAIRS AND DILAPIDATIONS.** By T. CATO WORSFOLD, M.A., LL.D. In crown 8vo, cloth gilt, 104 pp. 3s. 6d. net.
- THE LAW OF EVIDENCE.** By W. NEMBARD HIBBERT, LL.D., *Barrister-at-Law*. Fourth Edition, Revised. In crown 8vo, 120 pp. 7s. 6d. net.
- THE LAW OF PROCEDURE.** By the same Author. Second Edition. In demy 8vo, cloth gilt, 133 pp. 7s. 6d. net.

BUSINESS REFERENCE BOOKS

BUSINESS MAN'S ENCYCLOPAEDIA AND DICTIONARY OF COMMERCE.

A reliable and comprehensive work of reference on all commercial subjects, specially designed and written for the busy merchant, the commercial student, and the modern man of affairs. Edited by J. A. SLATER, B.A., LL.B. (Lond.). Assisted by upwards of 50 specialists as contributors. With numerous maps, illustrations, facsimile business forms and legal documents, diagrams, etc. Second Edition. In 4 vols., large crown 4to (each 450 pp.), cloth gilt. £4 4s. net.

BUSINESS BUILDING. A complete guide for the wholesaler, retailer, manufacturer, agent, etc. Edited by F. F. SHARLES, F.S.A.A. (Gold Medallist), A.C.I.S. Assisted by Specialist Contributors. In 2 vols., crown 4to, cloth gilt. Each 21s. net.

- BUSINESS MAN'S GUIDE.** Seventh Revised Edition. With French, German, Spanish, and Italian equivalents for the Commercial Words and Terms. Edited by J. A. SLATER, B.A., LL.B. (Lond.). The work includes over 2,000 articles. In crown 8vo, cloth, 520 pp. 6s. net.
- BUSINESS FORECASTING.** By D. F. JORDON. Size 6in. by 9in., cloth, 270 pp. 16s. net.
- COMMERCIAL ARBITRATIONS.** By E. J. PARRY, B.Sc., F.I.C., F.C.S. An invaluable guide to business men who are called upon to conduct arbitrations. In crown 8vo, cloth gilt. 3s. 6d. net.
- COMMERCIAL CONTRACTS.** By the same Author. A Guide for Business Men. In crown 8vo, cloth, 200 pp. 5s. net.
- THE SHAREHOLDER'S MANUAL.** By H. H. BASSETT. In crown 8vo, cloth gilt, 140 pp. 3s. 6d. net.
- THE INVESTOR'S MANUAL.** By W. W. WALL. In crown 8vo, cloth, 122 pp. 3s. 6d. net.
- THE STOCK EXCHANGE. ITS CONSTITUTION AND THE EFFECTS OF THE GREAT WAR.** By W. HAMILTON WHYTE, M.A. In crown 8vo, cloth, 114 pp. 3s. 6d. net.
- DICTIONARY OF COMMERCIAL CORRESPONDENCE IN SEVEN LANGUAGES: ENGLISH, FRENCH, GERMAN, SPANISH, ITALIAN, PORTUGUESE, AND RUSSIAN.** In demy 8vo, cloth, 718 pp. 12s. 6d. net. Third Edition.
- A MANUAL OF DUPLICATING METHODS.** By W. DESBOROUGH. In demy 8vo, cloth, 90 pp., illustrated. 3s. net.
- BUSINESS STATISTICS. THEIR PREPARATION, COMPILATION, AND PRESENTATION.** By R. W. HOLLAND, M.A., M.Sc., LL.D. In crown 8vo, cloth, 93 pp. 3s. 6d. net.
- CHARTS AND GRAPHS.** By KARL G. KARSTEN, B.A. (Oxon). Size 6 in. by 9 in., cloth gilt, 764 pp. 25s. net.
- A MANUAL OF CHARTING.** Size 6 in. by 9 in., cloth gilt, 116 pp. 6s. net.
- PITMAN'S OFFICE DESK BOOK.** Contains information on most matters constantly required in business. In crown 8vo, cloth. 2s. 6d. net.
- OFFICE MACHINES, APPLIANCES, AND METHODS.** By W. DESBOROUGH. In demy 8vo, cloth gilt, 157 pp. 6s. net.
- COMMERCIAL COMMODITIES.** By F. MATTHEWS, B.Sc., A.I.C., F.C.S. In demy 8vo, cloth gilt, 326 pp. 12s. 6d. net.
- COMMON COMMODITIES AND INDUSTRIES SERIES.** In each of the handbooks in this series a particular product or industry is treated by an expert writer and practical man of business. Beginning with the life history of the plant, or other natural product, he follows its development

until it becomes a commercial commodity, and so on through the various phases of its sale in the market and its purchase by the consumer. Industries are treated in a similar manner. Each book in crown 8vo, illustrated. 3s. net. Volumes already published on—

Acids and Alkalis	Electricity	Patent Fuels
Alcohol in Commerce	Engraving	Perfumery
Aluminium	Explosives, Modern	Petroleum
Anthracite	Film Industry, The	Photography
Asbestos	Fishing Industry, The	Player Piano, The
Boot and Shoe Industry	Furniture	Rubber
Bread Making	Furs	Salt
Brushmaking	Gas and Gas Making	Silk
Butter and Cheese	Glass	Silver
Button Industry, The	Gloves and the Glove	Soap
Carpets	Trade	Sponges
Clays	Gold	Stones and Quarries
Clocks and Watches	Gums and Resins	Starch
Clothing Trades Industry	Incandescent Lighting	Straw Hats
Coal	Ink	Sugar
Coal Tar	Internal Combustion En-	Sulphur
Cocoa	gines	Talking Machines
Coffee	Iron and Steel	Tea
Cold Storage and Ice	Ironfounding	Telegraphy, Telephony,
Making	Jute	and Wireless
Concrete and Reinforced	Knitted Fabrics	Textile Bleaching
Concrete	Lead	Timber
Copper	Leather	Tobacco
Cordage and Cordage	Linen	Velvet and Corduroy
Hemp and Fibres	Meat	Wallpaper
Corn Trade, The British	Motor Boats	Weaving
Cotton	Motor Industry, The	Wheat
Cotton Spinning	Nickel	Wine and the Wine
Cycle Industry, The	Oil Power	Trade
Drugs in Commerce	Oils	Wool
Dyes	Paints and Varnishes	Worsted
Electric Lamp Industry	Paper	Zinc

SIR ISAAC PITMAN AND SONS, LTD.
Parker Street, Kingsway, London, W.C.2

And at Bath, Melbourne, Toronto and New York.

BUSINESS ORGANISATION . . . AND MANAGEMENT

The Popular Monthly for the Business Man

A TYPICAL APPRECIATION

To Sir Isaac Pitman & Sons, Ltd.,
"Business Organisation and Management."

Dear Sirs,

I have pleasure in stating that two copies of the above Magazine are purchased by Messrs. Palmer's Shipbuilding and Iron Co., Ltd., and these are circulated each month amongst the responsible officials and also the staff in the Chief Accountant's Department.

I may say that the Magazine is considered to be the most useful one of its kind to which we subscribe, and is always eagerly looked out for and carefully perused by each member of the staff to whom it is issued. The variety of the subjects dealt with and the excellent literary tone of the Magazine considerably enhance its value.

You are at liberty to make any use you wish of the above expression of appreciation.

Yours faithfully,

W. H. Stalker, A.S.A.A., F.C.W.A.,
Chief Accountant,
Palmer's Shipbuilding & Iron Co., Ltd.
Hebburn-on-Tyne.

Appeals directly to Traders, and above all, to Directors, Secretaries, Accountants and Managers. Leading features by eminent public men.

Every contributor an authority upon his subject. Gives valuable advice on taxation, financial and administrative problems, illustrated articles on all the latest developments in business enterprise, successful new ideas, sales development, advertising, personnel, etc. Many well-known firms subscribe for several copies for the use of their executive officers.

You can have BUSINESS ORGANISATION posted to you regularly every month for 12s. per annum, or order it from your newsagent, 1s. monthly.

"A profitable investment for any business man."—*British Export Gazette.*

"It is in every respect a capital production."—*The Business Man.*

"Business Organisation is very much the best of the publications in this country devoted to questions of management. No person interested in the practical problems of modern management can afford to miss it."—*The Cocoa Works Staff Journal* (Messrs. Rowntree & Co., York)

Remittances from the Dominions or Foreign Countries must be made by BRITISH POSTAL NOTES or INTERNATIONAL MONEY ORDERS

Sir Isaac Pitman & Sons, Ltd., Parker Street, Kingsway, W.C.2

